

Chesterfield Borough Council

**Performance Management
Framework**

2019 - 2023

1.0 Purpose of the framework

This framework sets out how we will manage performance. We want all staff to understand their responsibilities and accountabilities in order to deliver the Council's vision and council plan.

2.0 Introduction

Effective performance management ensures the right actions are taken at the right time so that the council can achieve its vision and priorities. In these challenging times of reducing budgets and increasing demand for services, the need for effective performance management has never been greater, as it allows us to:

- Help to improve services to and outcomes for our communities
- Prioritise our goals and help allocate our diminishing resources effectively
- Ensure everyone is clear about their role and accountable for delivering their contributions to achieve delivery of the vision, council plan and key services
- Demonstrate value for money
- Motivate and engage staff

Effective performance management requires:

- Strong leadership at all levels
- Commitment to the council's values and accountability and responsibility assigned to individuals and teams
- The right information reaching the right people at the right time so that decisions are made and actions are taken
- Ongoing evaluation, review and learning to help improve future performance
- The ability to identify and rectify poor performance at an early stage

3.0 Our Vision, priorities and values

Our vision – Putting our communities first

Chesterfield Borough Council is here to serve and support our communities including our residents, tenants, businesses, visitors, students and voluntary groups. Together we will continue to make our borough a great place to live, work, visit and invest. Our vision ***Putting our communities first*** is at the heart of everything we do.

Our priorities for 2019 – 2023

Our Council Plan for 2019 - 2023 helps us to effectively invest and deploy our time, resources and energy to support key services and work with residents, partners and businesses to ensure that everyone in the borough can achieve their full potential. Our priorities for 2019 – 2023 are:

- Making Chesterfield a thriving borough
- Improving quality of life for local people
- Providing value for money services



Our values

It isn't just what we do that is important, it is the way that we do it. The council has four values that describe how we will work to achieve our vision of putting our communities first.

We are customer focused: delivering great customer service, meeting customer needs. We regularly carry out satisfaction surveys to find out what our communities and residents think of the services we provide. We engage with our residents, tenants, visitors and businesses through a wide range of groups, forums, roadshows and online, seeking their views on our services and how we can improve them. We look to deal promptly and effectively with complaints and always welcome comments and compliments.

We take a can do approach: striving to make a difference by adopting a positive attitude. Our staff come up with and deliver solutions to problems and

regularly go the extra mile to ensure our communities are well served. We contribute actively to partnerships with other organisations in the borough and beyond. We manage our suppliers and contractors fairly but robustly to make sure we get the best from the public money we spend.

We act as one council, one team: proud of what we do, working together for the greater good. We value regular and open engagement with all staff and carry out regular surveys to find out how we can improve as an employer. We invest in the development of our staff, regularly attracting additional funding for training. We promote a commercial outlook within our teams, to make sure we secure value for money and look for opportunities to generate additional income that we can then invest in service delivery.

We believe in honesty and respect: embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and councillors work well together and individuals are able to express their views openly within their teams and at wider meetings and events.



4.0 Performance framework

For any performance management framework to be effective it must reflect the council's priorities and be fully integrated into business planning arrangements. Put simply if the Council Plan outlines what we will deliver, this framework explains how we will deliver.

The Performance Matrix

- Council Plan
- Annual Delivery Plan
- Service Plan
- Employee Personal Plans

- Your Chesterfield/Our Homes
- Website
- Social Media
- Information and engagement events with our communities

- Annual delivery plan milestones, outputs, outcomes and performance indicators
- Annual service plan milestones, outputs, outcomes and performance indicators
- Project management office
- Employee personal development review and learning plans

- Annual report
- Quarterly reporting cycle
- Exceptions reporting via Finance and Performance Board
- Identify improvement needed
- Implement remedial actions

5.0 Delivery plans

To ensure that we stay on track with our Council Plan progress and our day to day activity delivery plans are required to ensure that all employees understand their role and contribution.

Council Plan – Annual delivery plan

Each year we will develop an annual delivery plan for Council Plan priorities which identifies the key milestones and performance measures we need to monitor and achieve to ensure that we are on track for delivering on our priorities over the four year Council Plan period.

The annual delivery plan will be approved by Cabinet each year in February alongside the budget and medium term financial plan.

Project Management Office

During 2019/20 we will be developing a business case and resource plan for a project management office which will sit within this performance management framework and enable stronger oversight and challenge of project performance.

Service Plans

The Director of Finance and Resources and the Assistant Directors will be responsible for developing service plans in collaboration with their teams on an annual basis. They will be developed in February and March following the Council Plan annual delivery plan approval with a delivery period of 1 April – 31 March each year.

Each service plan will include their purpose, contributions towards the Council Plan, their project management priorities and operational priorities for the year with relevant milestones and measures. Service risk assessments and service wide workforce development issues will also be considered.

All service plans will be published via aspire in the Council's management group so all managers can access information about what each service will be delivering and to consider how they can contribute and collaborate.

Personal development appraisals and learning plans

All Chesterfield Borough Council employees will have the opportunity for a focused one to one discussion with their manager which identifies their personal priorities and objectives for the year in relation to the Council Plan, Project Management and Service Plan. The review will also consider their progress against last year's objectives and consider how they demonstrating the Council's values. There will also be a discussion about the competencies expected of the employee and what learning and development is required to ensure they can reach their full potential in the role.

All employees should have access to one to ones meetings and team meetings throughout the year to consider progress but between October and November each year – employees will have a formal six month review of their performance to discuss their progress on objectives and learning and development.

6.0 Measure

Being able to measure performance is key to managing performance. Sound business planning not only sets clear priorities and objectives but also establishes the conditions of success. Performance measures clearly link inputs and activities to outputs and outcomes to enable accurate monitoring and interpretation of current performance, supports continuous improvement and affords credible projections of future performance.

Within our Council Plan annual delivery plan, our Service Plans and employee personal development plans we have identify the key milestones we need to reach during the year to keep us on track. This includes the key inputs and performance indicators which can link our actions to outputs and most importantly outcomes for our communities. In developing our milestones and performance indicators we consider:

SMART

Targets a specific area for improvement/ action with clear unambiguous objectives:

- What do we need to accomplish and why?
- Who is involved?
- What are the delivery requirements, challenges and restraints
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Measurable

- How much?
- How many?
- How will we know when we have achieved it?

Achievable

- Setting milestones and measures that are realistic and attainable for the level of skills and resources
- How can the milestones and measures be accomplished?

Relevant

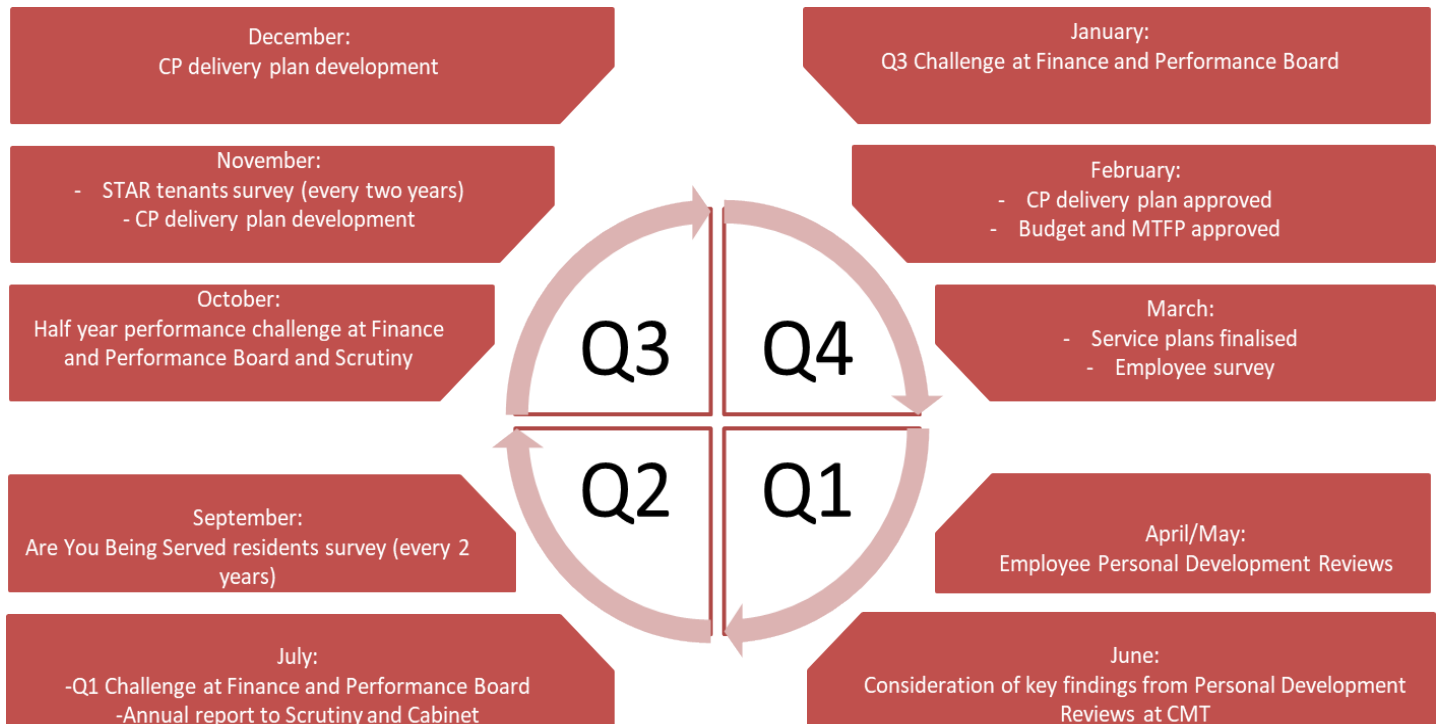
- Is this worthwhile?
- Is the time right?
- Does it deliver on our Council Plan priorities/ Service priorities

Timely

- When can the results be achieved?
- Deadline/timeframe for which resources will be committed
- Prevent milestones and measures from being overtaken by day to day issues

7.0 Report and review

Reporting and review is critical to ensuring elected members and senior management have the information they need to identify areas of concern, take action where necessary and demonstrate success. Performance is managed through a reporting cycle to enable continuous review and improvement.



Finance and Performance Board

Quarterly progress reports will be produced for Finance and Performance Board to enable performance to be considered, challenged and where necessary remedial action taken. The report will include:

- Milestones and measures from the Council Plan annual delivery plan
- Information from key satisfaction surveys including employee survey, Are you being served and STAR
- Any issues of concern emerging from Service Plan monitoring

There is also a mechanism for exceptions reporting on a more regular basis should there be significant concerns about progress in between quarterly reviews.

Overview and Performance Scrutiny

Comprehensive performance reports will be available to Overview and Performance Scrutiny Forum. The Half yearly report and draft annual report will enable scrutiny to challenge performance against the annual delivery plan consider trends and actions from Finance and Performance Board and at service level to improve performance.

Service Plans

Service plans will be monitored and performance challenged at regular management team meetings. A short progress report will be produced to help inform the quarterly performance reporting and to provide an escalation route via Finance and Performance Board should there be an area of concern from any service.

Employee performance review

The Human Resources team will provide updates to the Corporate Management Team in May and November to highlight progress and trends from employee performance reviews. The appraisal process will inform the Workforce Strategy and overarching learning and development plan for the Council.

Annual performance report

In July each year a comprehensive performance report will be considered by Cabinet which brings together:

- Overall progress on Council Plan delivery including milestones, outputs and outcomes and key measures
- Highlights and key deliverables from Service Plans
- Update on personal development plan completion targets and summary of overall performance
- Updates to the key Council Plan infographics

8.0 Demonstrating success

Our annual report will be available to the public via the Chesterfield Borough Council in July but throughout the year performance information will be used to develop content, stories, videos and infographics for Your Chesterfield/Our Homes, website, social media, community information and engagement activity, aspire intranet, core briefs for team meetings and management seminars.

9.0 Responsibilities

Elected Members		
<p>Full Council</p> <ul style="list-style-type: none"> Approve Four year Council Plan <p>Cabinet</p> <ul style="list-style-type: none"> Formulate the Council's priorities Co-develop four year Council Plan and annual delivery plan Consider annual performance report 	<p>Portfolio holders</p> <ul style="list-style-type: none"> Regular portfolio meetings with Director/Assistant Directors to challenge performance Attend Finance and Performance Board where appropriate <p>Leader/ Deputy Leader</p> <ul style="list-style-type: none"> Monitor, challenge and respond to performance information at Finance and Performance Board Regular portfolio meetings with Director/Assistant Directors to challenge performance 	<p>Scrutiny</p> <ul style="list-style-type: none"> Monitor and challenge performance data and action (twice yearly) Undertake specific reviews of any identified performance issues which can be undertaken by the Council's arrangements for Scrutiny
Managers		
<p>Senior Leadership Team</p> <ul style="list-style-type: none"> Strategic responsibility for delivery of the Council Plan Monitor, challenge and respond to performance information at Finance and Performance Board 	<p>Corporate Management Team</p> <ul style="list-style-type: none"> Develop and deliver service plans including contribution to Council Plan delivery Attend Finance and Performance Board where appropriate Overall responsibility for employee personal development reviews and learning plans Contribute effectively to all performance monitoring and demonstrating success activity 	<p>Managers</p> <ul style="list-style-type: none"> Support corporate management team to develop and deliver service plans Ensure employee personal development reviews are undertaken to a high standard Support staff to deliver their objectives, improve on values and competencies and manage staff performance Contribute effectively to all performance monitoring and demonstrating success activity
Staff		
<p>Policy and Communications Service</p> <ul style="list-style-type: none"> Support development of the four year Council Plan, annual delivery plans and service plans Oversee the performance management framework Lead on the demonstration of success 	<p>Human Resources team</p> <ul style="list-style-type: none"> Lead on the delivery of the employee performance review programme and link into workforce strategy and overarching learning and development plan Support managers to improve/ challenge employee performance 	<p>All staff</p> <ul style="list-style-type: none"> Engage in service planning and the employee personal development reviews Deliver individual objectives and demonstrate the values and appropriate competencies in all activity Be responsible for personal development, learning and



		<p>performance</p> <ul style="list-style-type: none"> • Contribute effectively to all performance monitoring and demonstrating success activity
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10 Other Forms of Challenge

What	Details
Community engagement	<p>There is a wealth of detailed feedback from our community engagement programme activities. This includes our two yearly residents and tenants satisfaction surveys, regular service specific customer surveys, public meetings, Equality and Diversity Forum, social media feedback and local Councillors surgeries.</p> <p>We also undertake a range of employee based engagement activities including an annual employee survey, focus groups, lessons learned engagement sessions and have regular Trade Union engagement.</p>
Complaints, comments and compliments	<p>Our communities are encouraged to give feed back to the Council on the services we provide via the complaints, comments and compliments service.</p>
Sector Led Improvement and voluntary challenges	<p>The Council is actively using the Local Government Association’s (LGA) ‘Taking the Lead’ approach for sector led improvement including a commitment to take part in a Peer Challenge every four years. Additional voluntary challenges are used to drive performance including Investors in People accreditation and compliance with the Local Government Equality and Diversity framework.</p>
Benchmarking	<p>Comparing the Council with other providers and agencies helps it to understand the wider context, provides the potential to learn from others and to achieve more. There are several benchmarking tools and services we use to benchmark our performance, costs and employment issues. This includes LG Inform – the LGA’s performance comparison tool, the Society of Information Technology Managers (SOCITM), Association of Public Service Excellence (APSE), Housemark and the Chartered Institute of Public Finance (CIPFA) nearest neighbours model. These are all filtered into the performance challenge via Finance and Performance Board</p>