

Performance Management Framework 2023 - 2027

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 2023 - 2027

Our Council Plan for 2023 - 2027 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 2023 - 2027 are:

- Making Chesterfield a thriving borough
- Improving quality of life for local people
- Building a more resilient council

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.

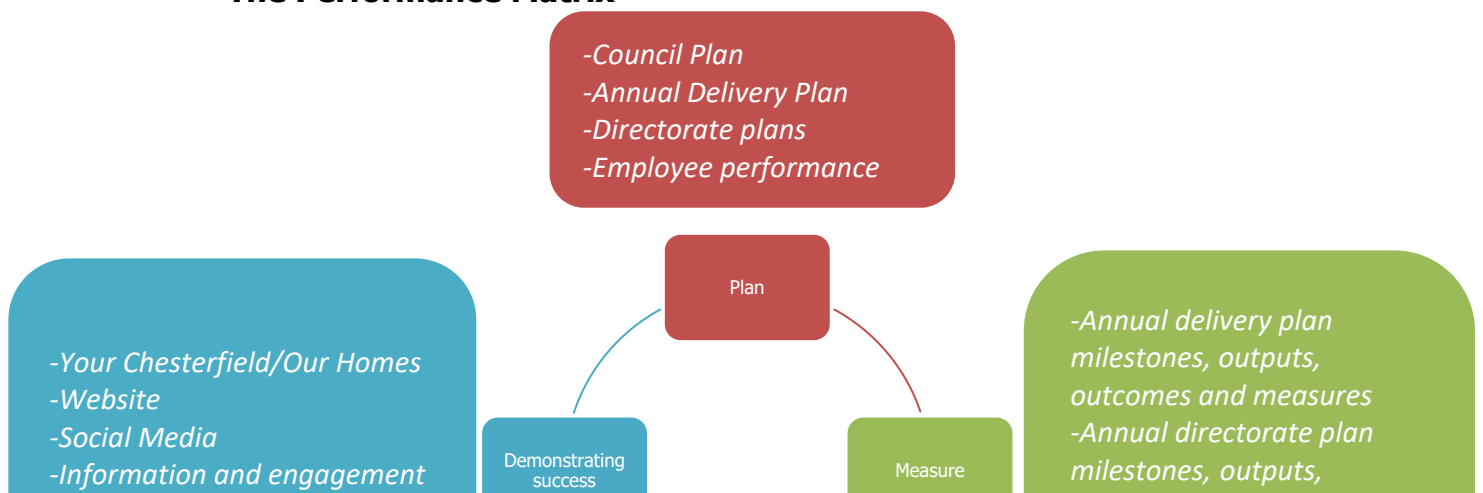
We believe in honesty and respect: embracing diversity and treating everyone fairly. The council has a strong record of going well beyond its statutory equality duties and regularly works with partners to host and promote events throughout the borough that celebrate diversity. Our staff and councillors 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
 -Directorate plans
 -Employee performance

Plan

Demonstrating success

Measure

-Your Chesterfield/Our Homes
 -Website
 -Social Media
 -Information and engagement

-Annual delivery plan milestones, outputs, outcomes and measures
 -Annual directorate plan milestones, outputs, outcomes and measures

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 considered by Cabinet each year and will be developed alongside the medium term financial plan.

Directorate plans

Service Directors are be responsible for developing directorate plans in collaboration with their teams on an annual basis. They will be developed in March following the Council Plan annual delivery plan approval with a delivery period of 1 April – 31 March each year.

Each directorate 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. The directorate plans will sit alongside and feed into directorate risk registers. They will also support employee performance and development conversations.

Employee performance and development

All Chesterfield Borough Council employees have the opportunity for focused one to one discussions with their manager which identify their personal priorities and objectives in relation to the Council Plan and Directorate Plan. The Council’s values and core competencies will be at the heart of these discussions, alongside what learning and development is required to ensure they can reach their full potential in the role.

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 directorate plans and employee performance conversations we have identified the key milestones we need to reach during the year to keep us on track. This includes the key inputs and performance measures which can link our actions to outputs and most importantly outcomes for our communities. In developing our milestones and performance measures we consider:

SMART

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

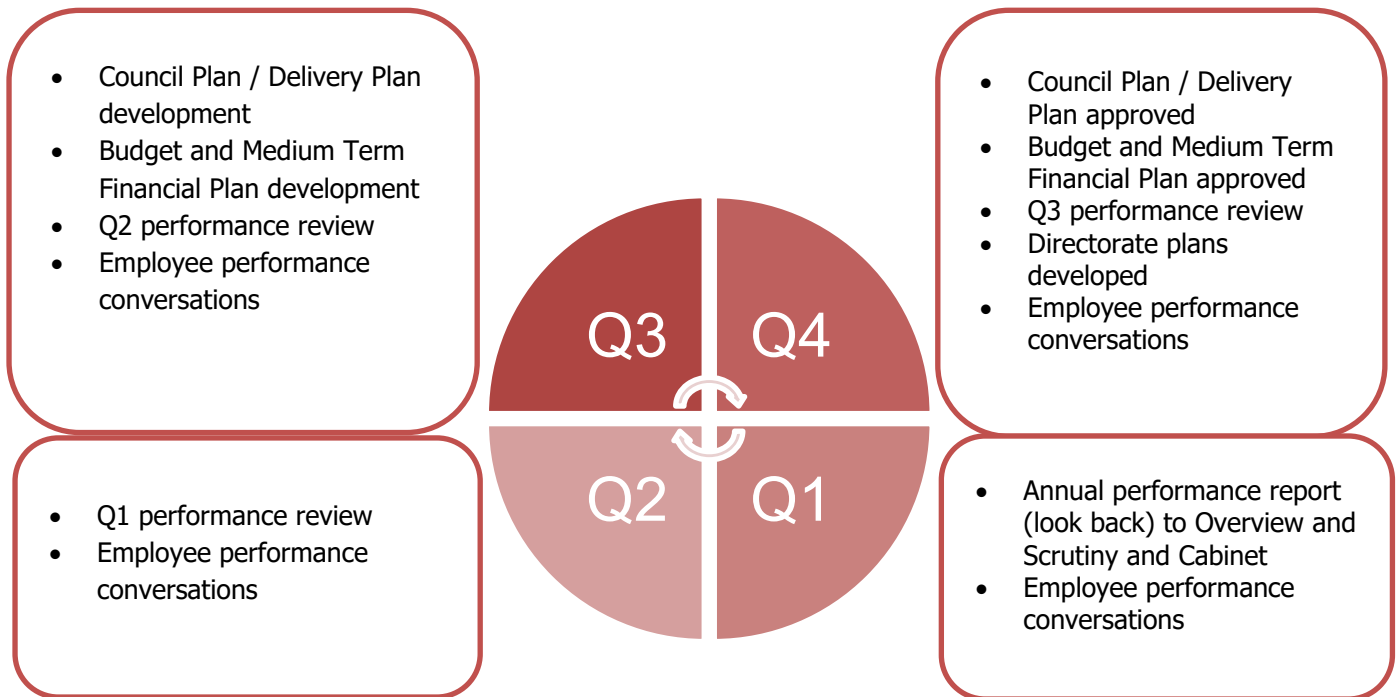
- What do we need to accomplish and why?
- Who is involved?
- What are the delivery requirements, challenges and restraints

Measurable	Achievable	Relevant	Timely
<ul style="list-style-type: none"> • How much? • How many? • How will we know when we have achieved it? 	<ul style="list-style-type: none"> • Setting milestones and measures that are realistic and attainable for the level of skills and resources • How can the milestones and measures be accomplished? 	<ul style="list-style-type: none"> • Is this worthwhile? • Is the time right? • Does it deliver on our Council Plan priorities/ Service priorities 	<ul style="list-style-type: none"> • 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 leadership 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.



Corporate Leadership Team / Portfolio holder meetings

Quarterly progress reports will be produced for the Corporate Leadership Team 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 community engagement activity and data monitoring
- Any issues of concern emerging from directorate plans monitoring

Performance reports and key activities will form a key part of monthly portfolio holder meetings. 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 Scrutiny

Comprehensive performance reports will be available to overview and performance. The Half yearly report and draft annual report will enable scrutiny to challenge performance against the annual delivery plan consider trends, Corporate Leadership Team and service level improvement actions.

Annual performance report

In July each year a comprehensive performance report will be considered by Cabinet which provides an overall update for the year on council plan delivery including milestones, outputs, outcomes and measures.

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		
Full Council <ul style="list-style-type: none"> Consider and approve Four year Council Plan Cabinet <ul style="list-style-type: none"> Consider and approve annual council plan delivery plan Consider annual performance report 	Portfolio holders <ul style="list-style-type: none"> Regular portfolio meetings with Service Directors Formulate the Council's priorities Co-develop four year Council Plan and annual delivery plan 	Overview and Scrutiny <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		
Corporate Leadership Team <ul style="list-style-type: none"> Development and delivery of the Council Plan and annual delivery plan Strategic responsibility for delivery of the Council Plan Monitor, challenge and respond to performance information 	Service Directors <ul style="list-style-type: none"> Develop and deliver directorate plans including contribution to Council Plan delivery Provide performance information for portfolio holders and enable challenges Overall responsibility for performance reviews and development Contribute effectively to all performance monitoring and demonstrating success activity 	Managers <ul style="list-style-type: none"> Support Service Directors to develop and deliver Council Plan, annual delivery plan and directorate plans Ensure employee performance reviews and development 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		
Policy and Partnerships / Communications and Marketing <ul style="list-style-type: none"> Support development of the four year Council Plan, annual 	Human Resources team <ul style="list-style-type: none"> Lead on the delivery of the employee performance review 	All staff <ul style="list-style-type: none"> Engage in directorate planning and the employee performance reviews

<p>delivery plans and directorate plans</p> <ul style="list-style-type: none"> • Oversee the performance management framework • Lead on the demonstration of success 	<p>programme and link into people plan</p> <ul style="list-style-type: none"> • Support managers to improve/ challenge employee performance 	<ul style="list-style-type: none"> • Deliver individual objectives and demonstrate the values and appropriate competencies in all activity • Be responsible for personal development, learning and performance • 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 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 employee surveys, focus groups, lessons learned engagement sessions and have regular Trade Union engagement.</p>
Complaints, comments and compliments	Our communities are encouraged to give feed back to the Council on the services we provide via the complaints, comments and compliments service.
Sector Led Improvement and voluntary challenges	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.
Benchmarking	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.