Performance Management Framework 2013-14

EXECUTIVE MEMBER: Cllr John Bowman
LEAD OFFICER: Paul Walker, Chief Executive
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WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS

On the 21 February, Full Council agreed the revised Corporate Plan 2013-2015. The revised Corporate Plan sets out our Mission and Priorities for the term of the plan. We have a performance management framework within the Council to help ensure that we deliver against these priorities and that we are able to demonstrate the good use of resources to residents and other key stakeholders.

WHY HAS THIS REPORT COME TO THE EXECUTIVE?
(E.g. Key Decision, Policy recommendation for Full Council, at request of Council, etc.)

Copeland Borough Council recognises that effective performance management is central to ensuring the Council is a well-run organisation. This report sets out the performance management framework for the coming year.

RECOMMENDATION:

That Executive consider and agree:

1. The revised Performance Management Framework for 2013-14 as set out at Appendix A
2. The new reporting format as detailed at Section 3
3. The list of key strategic partnerships as set out in section 3.
4. The performance targets for the family of key performance indicators set out at Appendix B
5. Publication of progress against key customer service standards quarterly in the format set out at Appendix C.

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1.   **INTRODUCTION**

1.1   Full Council agreed the revised Corporate Plan (2013-15) in February. The Plan sets out the Council's revised mission and priorities. These are:

Mission

- An effective Council that works with partners and communities to arrange services for residents in Copeland.

Priorities

- Deliver efficient and effective statutory services
- Be an effective public services partner so we can get the best deal for Copeland
- Working in partnership with communities

1.2   The Corporate Plan was significantly revised to reflect the change in circumstances nationally, including some significant changes in national policy and significant reductions in local government funding. Whilst local government has always been judged with regard to its use of resources and ability to deliver outcomes (see for example: audit; Best Value; and CPA), the need to ensure that resources are appropriately and consistently aligned to priorities and that outputs can be demonstrated has never been so acute.

1.3   Within the Council we recognise that effective performance management is key in helping to:

(a)   Deliver efficient and effective statutory services;
(b)   Achieve and demonstrate a good use of resources; and
(c)   Be an open and publicly accountable public body.

1.4   Our Performance Management Framework sets out the processes that we have in place to ensure that service standards are identified; resources are aligned; and performance is regularly reported. The process ultimately provides a framework for us to work together to resolve performance difficulties where they exist and to celebrate our successes together. It ensures that each team and individual in the Council understands how they contribute to delivery of the Council's mission and priorities.

2.   PERFORMANCE FRAMEWORK ROLES

2.1   Full Council have responsibility for setting clear strategic direction by reviewing and refreshing the Corporate Plan.

2.2   Executive then have a fundamental role in ensuring that this plan is delivered taking into account the resources available and the external environment. This is achieved through a framework of accountability and responsibility which starts at the highest level, with performance objectives for the Chief Executive (reflecting the Corporate Plan and strategic needs of the Council) which are cascaded through our organisation using service planning and appraisals as keys tools to achieve this. The bedrock of this framework is clear roles and responsibilities for all, whether in the delivery of business as usual service activities or in the delivery of projects and programmes. In this way, we have a clear framework for delivery which ensures that each team and individual in the Council understands how they contribute to delivery of the Council's mission and priorities.

2.3   Executive is also responsible for monitoring delivery throughout the year, using a variety of techniques, including trend analysis and comparative analysis where possible. Working with the Corporate Leadership Team, this analysis enables us to identify and understand key issues and risks and to consider how these should best be addressed. In this way, Corporate Leadership Team (CLT) has responsibility for providing Members with advice and support and managing risk in accordance with the Council's approach to Strategic Risk Management. CLT also have responsibility for agreeing and implementing changes to service delivery through the Change Plan, which is governed by the Change Programme Board and implemented in line with the Corporate Plan.

2.4   During the year, Heads of Service work with Managers to help achieve the service standards and outcomes expected as set out within their service plans. Service plans are operational documents used by service managers to consider the resources available to them and to set out service level activities for the year ahead. Operational performance management work includes regular reviews of performance, ensuring Covalent is updated and undertaking financial monitoring. Heads of Service also work directly with their relevant Portfolio Holder to discuss service performance month by month and to understand any underlying risks or issues.

2.5   Service plans contain a mix of Key Performance Indicators (KPIs), Local Performance Indicators (LPIs) and milestones as appropriate to the service and the Council. All service plans are routinely monitored as described above. Over and above this, the Key Performance Indicators are reported to the Executive and thus the public quarterly as part of the Quarterly Performance Report.

2.6   Within our system, Heads of Service also escalate issues to CLT where necessary and as part of our 'Top Three' process and/or during the quarterly review of performance by CLT. This may be to raise awareness of an issue, seek assistance or to call on support from other areas of the Council. This process mirrors our approach to strategic risk management, where Heads of Service discuss risks with service managers and report these through to CLT when necessary. Within these processes, there are clear roles for managers, Heads of Service and Departmental Management Teams.

2.7   The Performance and Transformation Team will work with services to implement agreed changes to service delivery as set out within the Change Plan. The Director of Services is Senior Responsible Officer for the Growth Strategy and will report on the implementation of this Strategy quarterly together with the progress made in our key strategic partnerships.

2.8   The revised Performance Management Framework is attached at Appendix A.

3.   **REPORTING ON THE CORPORATE PLAN**

3.1   The Corporate Plan is a key strategic document which sets the direction of the Council and the context in which future decisions and allocation of resources will be taken. Reporting our progress against it is part of our public accountability arrangements. However, with less resources available, it is important to ensure that our framework and subsequent performance reporting is proportionate and achievable.

3.2   In future, the quarterly performance report to the Executive will focus on a number of key strategic performance areas. These are:

- Progress against our family of Key Performance Indicators
- Progress against the Change Plan
- Progress made in delivering the Growth Strategy
- Achievements made through our work in our key strategic partnerships
- Progress made in our work with enabling communities
- Key risks and issues

3.3   Our family of key performance indicators is shown in Appendix B together with the targets set for 2013-14. These performance indicators reflect our key service delivery areas.

3.4   Our key strategic partnerships are set out below and performance in these areas is monitored through existing performance management arrangements. It is proposed that a summary of performance in these areas is included within the Executive quarterly report. Of importance here, is an explicit recognition that we do not necessarily control all aspects of direct delivery in all of these areas. The basis of these arrangements is a mix of contractual; service level agreements, shared delivery arrangements and shared strategies and action plans depending upon the nature of the partnership. Our aspiration is that by being in these key partnerships we can represent and get the best deal for Copeland. In this way, it is these partnerships that are our strategic focus together with those that enable the delivery of Priority One including the Revenues and Benefits Shared Service. We anticipate that this reporting will be a combination of narrative and performance indicators.

Proposed Key strategic partnerships

Copeland Partnership
Copeland Work and Skills Programme
Copeland Housing Partnership
Cumbria Housing Executive Group
Energy Coast West Cumbria Partnership
Cumbria Local Enterprise Partnership
West Cumbria Community Safety Partnership
Cumbria Health and Wellbeing Board
NCL Partnership
Lake District National Parks Authority and Partnership-

3.5   This new reporting format has been developed in order to report the progress of the Corporate Plan to Executive in a more concise but meaningful way. Overtime, we will aim to complement this with regular customer focused communications regarding our service standards and our performance against them during the year. This summary of achievement will be designed with our customers in mind in order to make performance more visible, readable and clearer for all stakeholders, it fits neatly with our aim of improving transparency and therefore will be uploaded quarterly on to the web site. An early sample of what this might look like can be found in Appendix C.

4.   OPTIONS TO BE CONSIDERED

4.1   Executive can decide to accept or reject the report.

5.   CONCLUSIONS

5.1   The Performance Management Framework is an integral part of the Council's arrangements to ensure that the Council is a well-run organisation. The new style of reporting will be more concise and designed to report on key areas of strategic performance. This will be complemented by robust performance management arrangements within each service area.

6.   STATUTORY OFFICER COMMENTS

6.1   The Monitoring Officer's comments are: No additional comments

6.2   The Section 151 Officer's comments are: Aligning our budget to our key priority areas will help focus our resources on delivering these proposed performance targets. The reporting of performance indicators should be viewed alongside the budget monitoring arrangements.

6.3   EIA Comments: Service Managers and CLT actively consider equalities during the policy-making process and in the design and delivery of services. In the year ahead, customer satisfaction with services will be routinely monitored and equalities considerations will feature as a part of these arrangements. This will complement some of our existing arrangements, for example, customer insight gained through our complaints, comments and compliments process; routine monitoring by services and the work we carry out with our consortium partners.

6.4   Policy Framework: The Performance Management Framework is an integral part of the Corporate Policy Framework.

6.5   Other consultee comments, if any: None

7.   HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?

7.1   The Council already has arrangements in place to monitor and manage performance, including organisational arrangements such as Departmental Management Teams and Covalent. The recommendations in this report are designed to build upon these arrangements and align them to the revised Corporate Plan.

7.2   These arrangements will be supported through other aspects of management arrangements within the Council including:

- o   People Management
- o   Financial Management
- o   Risk Management
- o   Project and Programme management

8.   WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?

8.1   This report provides information about measurable outcomes from the Council's work in delivering the Corporate Plan.

List of Appendices
Appendix A – Performance Management Framework
Appendix B – KPIS
Appendix C - Pictorial summary of achievements

Performance Management Framework

2013-2014

Performance Management Framework

Introduction

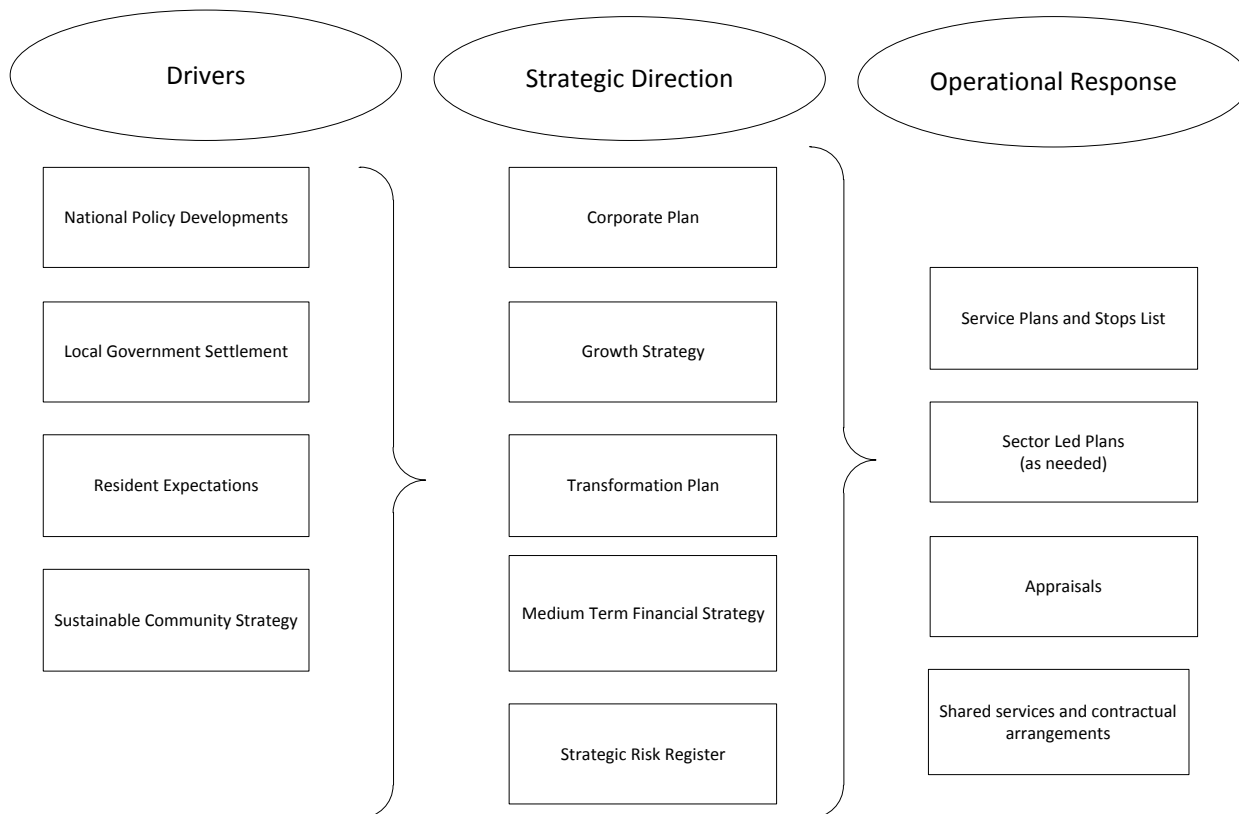Copeland Borough Council recognises that effective Performance Management is key in helping to:

(a) Deliver efficient and effective statutory services;
(b) Achieve and demonstrate a good use of resources; and
(C) Be an open and publicly accountable public body.

In a time of diminishing resources, we need to ensure that our performance management framework achieves this but is also proportionate to the resources available. Our performance management framework also forms part of a wider approach to management within the Council and therefore this framework should be read in conjunction with our policies and procedures in the following areas:

- People management
- Financial management
- Risk Management
- Programme and Project Management

The Council's performance management framework ensures that we are delivering our mission and priorities. The Framework sets out the processes that we have in place to ensure that service standards are identified; resources are aligned; and performance is regularly reported. The process ultimately provides a framework for us to work together to resolve performance difficulties where they exist and to celebrate our successes together. It ensures that each team and individual in the Council understands how they contribute to delivery of the Council's mission and priorities.

Copeland's Performance Hierarchy

Drivers

- National Policy Developments
- Local Government Settlement
- Resident Expectations
- Sustainable Community Strategy

Strategic Direction

- Corporate Plan
- Growth Strategy
- Transformation Plan
- Medium Term Financial Strategy
- Strategic Risk Register

Operational Response

- Service Plans and Stops List
- Sector Led Plans (as needed)
- Appraisals
- Shared services and contractual arrangements

Benefits realisation
- Service Standards set
- Risks Identified and managed
- Resources aligned to priorities
- Change management process agreed and resourced
- Good Governance

Sustainable Community Strategy (Copeland Partnership Plan) - The highest level plan in the borough, sets out what the Copeland partnership is working towards delivering across the borough.

Corporate Plan -   This document is our key strategic document. It sets out the main challenges facing the council, the borough and outlines our plans to tackle them over the next two years.

Service Plans – How the Council's services will deliver the Council's priorities

Appraisals - Enables individuals to understand how they contribute to delivery of the Council's priorities

Copeland's Annual Business Planning Cycle

Light Touch
Corporate Plan
refresh
NOVEMBER

Appraisal and
Development
Interview
APRIL

QUARTERLY
Executive review progress
against Corporate Plan
and Risks reviewed by
Corporate Leadership
Team with reports to
Audit & Governance.

Service Plans
approved
MARCH

Budget Build
JANUARY

Corporate Plan and
budget approved
FEBRUARY

Monitoring and Reporting Performance

Clear roles

Members

Full Council have responsibility for setting clear strategic direction by reviewing and refreshing the Corporate Plan. The Executive have responsibility for overseeing the delivery of the Corporate Plan including aligning resources with priorities set out. Executive are also responsible for agreeing with Corporate Leadership Team what action needs to be taken to address underperformance where it occurs.

Corporate Leadership Team

The Council's Corporate Leadership Team (CLT) have responsibility for providing Members with advice and support, as well as ensuring that service performance is maintained in accordance with the resources available as well as managing risks. They also have responsibility for agreeing and implementing changes to service delivery through the Transformation Plan, which is governed by the Change Programme Board.

With regard to performance reporting, Corporate Leadership Team also:

- Review Top Facts every month
- Review Risks every month
- Update the Strategic Risk Register every quarter
- Review financial performance
- Review key HR statistics
- Quality Assure (QA) the quarterly report for Executive

Head of Service

As part of the Performance Management Framework each Head of Service will:

- Meet with their Managers on a monthly basis to discuss service level performance, risks, finance and profiling
- Agree **Top Facts and Risks** with their teams which are presented to **CLT each month**
- Meet with their Portfolio Holder to discuss service level performance and other relevant service issues each month
- Ensure Covalent is updated in order to maintain a record of progress made in delivering the service plan; proactively managing risk and providing information to the Performance Team to assist in the development and delivery of **Executive Quarterly Report**
- Ensure assigned Copeland Partnership Plan actions are updated on a regular basis to assist in the development and delivery of the Partnership Plan report to the **Executive and Copeland Partnership biannually**
- Escalate issues to Corporate Leadership Team for resolution where necessary.
- Conduct timely appraisals

Managers

As part of the Performance Management Framework Managers will:

- Update Objectives, Milestones, PIs and Risks on Covalent
- Update budget information on Total
- Prepare Top Facts & Risks
- Meet with their Heads of Service
- Conduct timely appraisals with members of staff

Managers are required to profile spend on Total and update profiles on a monthly basis.

As part of preparing the monthly Top 3 Facts and Risks, managers may also find it helpful to update progress against their service plan and risks on Covalent. As a minimum, managers are required to perform these updates to support robust performance reporting arrangements to the Executive and Audit and Governance Committee in accordance with the quarterly reporting timetable. Managers are required to do this within 10 days of the end of the period. If this needs to vary due to committee dates then managers will be notified.

Managers should update their performance indicator information as frequently as the data become available (monthly, quarterly, etc.). Having data available as frequently as possible makes identifying trends and taking corrective action easier.

Specific Roles

Transformation Programme Manager

The Transformation Programme Manager will be responsible for the updating and reporting on the Transformation Plan on a regular basis. These reports will be reviewed at the CLT and a summary of the report will be incorporated into the quarterly performance report to Executive.

Director of Services

The Director of Services will be responsible for reporting against the Growth Strategy and providing a quarterly summary of Partnership activity. These reports will be reviewed at the CLT and a summary of the report will be incorporated into the quarterly performance report to Executive.

Performance Information

In order to provide reports in a timely manner, performance information will be required from managers within 10 working days after the end of the quarter/month. Depending upon the timing of Executive and CLT meetings this may occasionally vary – when this is the case managers will be notified in advance.

When reporting on objectives and/or indicators it is important that sufficiently detailed notes are input in to Covalent. The notes need to:

- State if the project, milestone or indicator is on or off target
- Provide a brief description of the overall progress
- Clearly outline what has been achieved
- Give reasons for any underperformance and how it will be rectified/brought back on target.

Documentation supporting the PI data should be attached to Covalent.

When reporting on risks, managers should make a note on Covalent to state that the risk has been reviewed. This should be done even if there has been no change.

Risks

Risks are embedded into the Performance Management Framework via monthly performance meetings between managers and the Head of Service and discussed at CLT monthly where the Strategic Risk Register is updated as needed. The updated Strategic Risk Register is then reported to the Audit and Governance Committee on a quarterly basis.

Data Quality

To ensure the integrity of performance indicators, managers will be required to complete a proforma for each Key Performance Indicator providing:

- A description of the indicator

- How it will be calculated

- Baseline and target set

Performance and Transformation will work with Audit to carry out spot checks on a sample of Key Performance Indicators during the year to ensure data integrity.

Managers are recommended to use the same methodology with regard to their local performance indicators.

Appraisals

Appraisals need to be completed within 4 weeks of the Service Plan being signed off.

Appraisals are key to ensuring that individuals understand their role within their teams and how delivering against the service plan contributes to the overall success of the Council. It is also key in identifying the development needs for an individual (and teams) and commissioning what is required to meet those needs from the Council's training budget and/or Organisational Development work stream. In this way, the development of individuals and teams is central to delivering our Transformation Plan.

Sources of Help and Support

Documents are uploaded onto the Leadership and Management Group Share Point site for you to use when ready.

Further advice and support is also available from the Performance & Transformation Team and Human Resources.

Appendix B DRAFT WORK IN PROGRESS

Key Performance Indicator	Latest annual outturn figure 2011/12	Latest quarterly outturn figure Q3 2012/13	Target 13/14	Basis for target
Overall satisfaction with Council Services			TBC	
Increase the % of transaction carried out on the web site digitally			TBC	
% of invoices paid on time	95.61%	94.52%	TBC	
% of Council Tax collected	98.15%	97.88% (Feb 13)	TBC	
Percentage of Non-domestic Rates Collected	98.92%	98.81% (Feb 13)	TBC	
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			TBC	
Processing of planning applications	a) 95.75% b)90.39% c)96.00%	a) 66.70% b)93.0% c)95.00%	a)TBC b)TBC c)TBC	
Number of affordable homes delivered (gross)	22	39	TBC	
Number of new homes build (Net additional homes provided)	49	75	TBC	
Food establishments in the area which are compliant with food hygiene law	89	ANNUAL FIGURE	TBC	

Percentage of household waste sent for reuse, recycling and composting	42.05%		TBC	
Number of repeat homelessness cases – Unintentional/Priority (All Households)	3	5	TBC	
Preventing Homelessness – number of households where homelessness prevented	1	26	TBC	
Number of advice cases regarding Welfare Reform including CAB	N/A	N/A	TBC	
Annual reduction in carbon emissions towards 5 year target of 25% reduction by March 2015	7.8%	-	5% (already in place)	

DRAFT EXAMPLE -

Customer Satisfaction

As part of delivering good customer service we set service standards. Below shows the performance against some of these standards.

What we said we would do	Our figure for February 2013
We will collect the bins on time	99.69% of all bins were collected on time in February 2013.
We will collect bulky items/ white goods within 7 days of request	99.27%
Number of days it takes us to process new claims or change in circumstances for housing benefit or Council Tax benefit	15 days
ETC	ETC

What's new....

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