

# Performance Management Framework

Reviewed 2017



**Bridgend County Borough Council**

**One Council Working Together to Improve Lives**

## Foreword

I am pleased to launch the Council's reviewed Performance Management Framework.

This Council is uniquely placed to bring its own services together with the work of other agencies, communities, families and individuals for the benefit of the people of the county. We recognise that we will have to make significant changes to the way we think and operate in order to meet the significant challenges ahead of our communities – not least the increasing demands made on many of our services, against the background of a shrinking budget and economic uncertainty.

Realising our vision will depend on us all having a shared understanding of our corporate priorities and statutory obligations as well as our individual roles and responsibilities in their achievement.

This framework, designed for everyone involved in delivering the outcomes we want, sets out our systematic approach to performance management, linking service delivery to our vision and priorities. It identifies responsibility and accountability for each stage of the Council's performance management process, from business planning, to service delivery, to performance review and to changes that may be necessary.

I commend this framework to you. It is designed to help us continually to plan, implement, review and revise our work so that we can successfully improve lives in the county borough, working together with others.

**Darren Mepham**

**Chief Executive  
Bridgend Council Borough Council**

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# 1. Defining Performance Management

## 1.1 Definition

Performance management is defined as ‘taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be’ (Source IDEA).

## 1.2 Why is Performance Management Important to Us?

Performance management is important because it allows us to:

- assess short-term needs and long-term sustainability;
- prioritise what needs to be done within the resources available;
- ensure we provide value for money;
- motivate and engage staff and assign accountability;
- identify and rectify poor performance at an early stage;
- learn from past performance and improve future performance; and
- increase public satisfaction.

## 1.3 Performance Management Approach

We take a systematic approach to performance management, following the industry-recognised ‘**plan-do-review-revise**’ cycle.

# 2. Plan

Effective planning is critical to success. It informs decision-making. It is also the prerequisite for performance monitoring.

## 2.1 Corporate Plan

Our Corporate Plan sets out the Council’s vision, priorities (which are the Council’s improvement and well-being objectives), outcomes and success measures. It also outlines corporate programmes, commitments and resources that are identified to support the delivery of the Plan.

The Chief Executive and the Corporate Management Board are responsible for developing the Corporate Plan, taking into account the sustainable development principle and the five ways of working that the principle has defined.

The Plan is scrutinised by the Corporate Overview and Scrutiny Committee, endorsed by Cabinet and approved by Council.

## 2.2 Medium-Term Financial Strategy (MTFS)

The Council’s MTFS provides an integrated planning and financial framework for the next four years, including the detailed budget strategy for the next financial year. The annual revenue budget and forward financial planning together with the capital programme enable the Council to align its financial resources with its priorities.

The Head of Finance (151 Officer) is responsible for developing the MTFS to ensure the MTFS supports the Council’s priorities and secure economy, efficiency and effectiveness in the Council’s use of resources.

The MTFS is scrutinised by the Corporate Overview and Scrutiny Committee, endorsed by Cabinet and approved by Council.

## 2.3 Programme and Project Plans

Proper planning ensures key elements of any given programme/project are thought through at the early stage. There should not be a ‘one size fits all’ approach to management documentation and

control due to variations in programme/project size or significance. Programme and project planning, therefore, should use appropriate corporate programme and project documentation templates.

It is the responsibility of the Senior Responsible Owners (SROs) and their programme boards to produce appropriate programme plans/programme documentation and seek appropriate level of approval in accordance with the corporate programme toolkit.

Appointed project managers are responsible for creating project plans and other required documentation.

The Corporate Programme Management Board (PMB/CMB) are responsible for holding the SROs and their programme boards accountable for producing appropriate plans and following appropriate approving procedures.

For transformation programmes, the planning documentation should clearly set out the desired outcomes and how the impact of changes will be monitored.

## **2.4 Directorate Business Plans**

Directorate business plans are the action plans to the Council's Corporate Plan. They are the engine for success. Each plan outlines the contribution that the directorate will make to achieve the Council's priorities and outcomes. It sets out key milestones to carry out council commitments and defines performance indicators and targets. Directorate business plans also define directorate's priorities in carrying out the core services.

Our integrated business planning process provides the opportunity to make rational and coordinated decisions about levels and types of provisions and how and where to use resources: finance, people, skills and assets. It is also a key process for assessing risks to achievement and how to manage those risks.

Corporate Directors and their directorate management teams are responsible for developing their directorate business plans. Directorate business plans are challenged the Corporate Management Board, scrutinized by the Corporate Overview and Scrutiny Committee and endorsed by both the pertinent Cabinet Member/s and the Corporate Director.

## **2.5 Service & Group Delivery Plans**

Service and group delivery plans translate directorate objectives into service targets and operational activity, aligning with finance, workforce and risk issues.

Heads of Service and Group Managers are responsible for producing their service and group delivery plans respectively.

## **2.6 Individual Plans (Staff Appraisals)**

Individual plans (staff appraisals) translate service or group delivery plan objectives into practical working measures and targets for all members of staff within the Council. They ensure employees understand their contribution and accountability towards meeting the Council vision and priorities.

A full staff appraisal for every member of staff is carried out on an annual basis, in accordance with the Council's staff appraisal policy.

It is a joint responsibility of the line-manager and staff member to ensure that the appraisal is carried out in accordance to the Council's policy.

### **3. Do - Implementing and Monitoring Our Plans**

The 'do' stage of performance management is about carrying out action and monitoring performance in delivering our plans. It is also about ensuring that there are proper systems and processes in place to support the achievement of our plans and ensuring that we use these systems and processes effectively.

On-going performance monitoring is vital to achieve our planned outcomes, as it allows for immediate responsive action(s) on a day-to-day basis at all levels of the Council.

#### **3.1 Corporate Plan, MTFS and the Transformation Programme**

It is the responsibility of the Corporate Management Board (CMB) and Cabinet to lead the implementation and monitoring of the progress of our corporate priorities and outcomes alongside the MTFS and Annual Budget. They are also responsible for dealing with emerging strategic, cross-cutting issues and corporate risks that might prevent the Council from achieving our planned outcomes.

Elected members have an important role to play in monitoring how well the Council is achieving its priorities. They should be prepared to challenge officers on service performance to ensure that priorities are delivered and the needs of local communities are being met.

The Council's Transformation Programme brings together key cross-cutting areas of activity to achieve the corporate priorities through changes to the way the authority works. SROs and their programme management boards are responsible for delivering the transformation programmes and projects allocated to them, and only exceptions and high risks and issues that they cannot solve get escalated to PMB/CMB.

The Corporate Programme Management Board (PMB/CMB) is responsible for overseeing the implementation of the Transformation Programme. PMB/CMB should consider any escalated exception reports in a timely manner,

#### **3.2 Directorate/Service/Individual Plans**

Corporate Directors and their Directorate Management Teams (DMTs) are responsible for delivering their business plans and monitoring progress. They are also responsible for the on-going monitoring of budgets and risks. Where necessary, corrective action(s) are cascaded down to the relevant Group Manager, who will raise these at their next team/one-to-one meeting.

It is the responsibility of the relevant Head of Service/Group Manager to deliver and monitor the progress of service or group plans. Any required actions that have cascaded down from the Corporate or Directorate level are assigned to relevant teams/officers who will take responsibility for it. Any significant performance breaches or risks identified during the monitoring process or through staff or customer feedback can also be filtered 'up the chain' to the Directorate level, for a corrective decision to be made.

It is the responsibility of staff to undertake and monitor their own individual objectives, as agreed in the staff appraisals, on a day-to-day basis. Regular one-to-one meetings between staff and managers should also take place throughout the year. This ensures that the frontline staff are doing exactly what needs to be done, and can adjust their work plan where needed based on the 'corrective action' cascaded down from corporate, directorate or service level.

## 4. Review

The review stage assesses whether or not we are on course to deliver our objectives and meet targets. It also identifies opportunities for improvement. This stage focuses on evaluating, or self-assessing, rather than monitoring.

### 4.1 Corporate Performance Assessment (CPA)

Corporate Performance Assessment (CPA) is undertaken quarterly, and is attended by Cabinet Members, members of the Corporate Management Board, and Heads of Service and is supported by the Corporate Performance and Finance teams. The purpose of the CPA is to:

- obtain a holistic view of the Council's performance, effectiveness and impact;
- identify and explore cross-cutting issues and overspends that affect more than one area;
- critically challenge areas of poor performance; and
- identify service improvement opportunities, risks to delivery, and resource implications.

The CPA focuses on assessing the progress in delivering the Council's Corporate Plan, MTFS, key risks and cross-cutting issues and their impact. It also considers emerging strategic themes and agrees 'one council' action.

### 4.2 Scrutiny by Overview and Scrutiny Committee(s)

The Council's Corporate Overview and Scrutiny Committee examines the Council's performance twice a year. The Council's Corporate Performance Team prepares a submission of performance information for the Committee, as agreed by the Committee.

During the year, directorate/service performance is also scrutinised by Scrutiny Subject Committees. It is the responsibility of the directorate business support team to prepare required performance information for the Subject Committees.

### 4.3 Programme and Project Review

The Council's transformation programme and projects are reviewed by the programme boards and project teams on a regular basis, as determined by each board. It is the project and programme manager's responsibility to provide necessary performance information for the review.

The Corporate Programme Management Board (PMB) is responsible for undertaking quarterly reviews of the transformation programme. The corporate transformation team is responsible for providing all necessary information to ensure effective reviews.

### 4.4 Directorate Performance Review

Semi-structured management review is undertaken at directorate level in the form of Directorate Management Team (DMT) meetings. Performance in delivering directorate business plans is reported and scrutinised at regular meetings, chaired by the relevant Corporate Director and supported by the directorate business support teams.

It is the responsibility of the Corporate Director and Finance Managers to ensure effective review at the directorate level. The business support teams are responsible for providing accurate and timely performance information for the directorate review. Strategic and key operational risks, workforce issues and asset management matters should form part of the review.

### 4.5 Service/Group/Individual Performance Review

Non-structured management review is undertaken at the service and group levels in the form of service or group meetings. It is the responsibility of the Head of Service and their managers for effective review at the service or group level. The business support teams are responsible for providing accurate and timely information.

These are formal review meetings between individuals and their line managers. Managers and staff are jointly responsible in ensuring that staff appraisals and review meetings occur within the corporate timescales.

## 5. Revise – Seeking Options about What May Need to Change

This stage is about analysing and learning from the information we have gained during the ‘review’ stage and from various other sources, including service users’ feedback and findings of external inspections and audit. It is also about seeking options for change through analysing what has and has not worked.

Based on our analysis, ‘revisions’ can be made at any level of the Council, from corporate priorities right through to individuals’ own personal objectives. These may include a redistribution of resources, revised plans and timescales, or even a revision to our objectives and priorities in the next round of planning.

## 6. Collaboration and Commissioning

### 6.1 Working with Our Partners

In order to achieve the overall vision for the County Borough we need to collaborate effectively with our partners to create an integrated approach to achieving outcomes for citizens.

When considering partnership working, we should ensure that we apply the same high standards of performance management in order to achieve our shared outcomes. This includes setting appropriate measures to enable partners and the public to judge progress and ensuring performance information covers the work of all partners.

### 6.2 Commissioning

We have a responsibility to find more effective ways of making public money deliver better outcomes for our citizens. In the current financial climate this has never been more important.

Commissioning is the process for deciding how to use the total resources available to the Council in order to improve outcomes in the most efficient, effective, equitable and sustainable way.

Where the Council enters into a commissioning activity, we should ensure clear performance management arrangements are in place so that all concerned parties have a firm understanding of what outcomes we want to achieve and how we are going to measure success. Performance information, including key performance indicators which are required to evaluate intended performance and outcomes, should be specified in the contract or service level agreement.

## Contact

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