

Carlisle City Council Performance Management Framework

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| Audience | Carlisle City Council |
| Creator | Policy and Communications Team |
| Date Issued | June 2021 |
| Description | Carlisle City Council Data Performance Management Framework describes how we manage performance through processes and controls. |
| Disposal | After 2022 review |
| Format | MS Word 2016 |
| Version | 1.2 |
| Language | English |
| Publisher | Carlisle City Council  [www.carlisle.gov.uk](http://www.carlisle.gov.uk) |
| Status | Current guidance document |
| Subject. Category | Performance, Management, Appraisal, Boards |
| Subject. Keywords | Performance Management, Organisational Development, |
| Title | Performance Management Framework |

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# Introduction

Performance management is how we all work together to be the best we can be. It is how we regularly review our work and check that we are on course to meet our priorities.

Performance management is key to all parts of the Council; it is an important part of local democracy through the Executive, Overview & Scrutiny and Audit. It is an essential part of demonstrating good corporate governance.

Our approach to performance management is designed to empower officers to make decisions that lead to service improvements and strengthen our culture by providing:

* Clarity of purpose, with measures that support a positive direction of travel.
* Confidence in the measures so that we challenge each other and build pride in our achievements.
* Commitment to improve services and meet the priorities of the Carlisle Plan.

# Framework

This framework brings together all the Council's activities that help manage and improve our performance.

1. Corporate planning through the Carlisle Plan and Corporate Plan:

* Economic Development Major Projects Board
* Health and Wellbeing Group
* Business Management and Development Group
* Transformation Board

1. Service Planning
2. Team appraisals
3. Individual appraisals
4. Service Standards, Performance Indicators and Management Information
5. Overview and Scrutiny
6. Management Competency Framework and Performance Enhancement Process
7. Management Information Group
8. Roles and responsibilities
9. Review
10. Related policies, procedures and protocols

## Corporate Planning

The Policy and Budgetary Framework, as set out in the [Constitution](http://www.carlisle.gov.uk/Council/Council-and-Democracy/Constitution), provides the direction for the Council and identifies a range of strategies to help us achieve our objectives within the resources available. Key to developing this Framework is:

* Engagement and consultation with stakeholders (including partner agencies and communities);
* Our Medium Term Financial Plan;
* Use of intelligence and performance information;
* Clarity about those priorities (internal and external) which the Council is seeking to address and how it will address them;
* Effective leadership – responsibility and accountability for the achievements necessary to address the priorities.

The draft Carlisle Plan 2021-23 and the Corporate Plan are our key corporate planning documents. The [Carlisle Plan](http://www.carlisle.gov.uk/LinkClick.aspx?fileticket=SZU1OEhMFuk%3d&tabid=1728&portalid=0&mid=7437) sets out our vision for Carlisle and our priorities for action. This is supported by the Carlisle Plan on a Page which details the key actions and projects that will help us to deliver our vision. The Corporate Plan details how services that support the Council’s work will drive the transformational change needed to deliver the Carlisle Plan.

The priorities are cascaded down through the authority from the corporate plan to directorate and team plans. Our corporate planning tool, Sharepoint, links projects to the Carlisle Plan and Corporate Plan actions to embed the priorities in service plans.

Our cross-cutting thematic groups have responsibility for overseeing the delivery of the Carlisle Plan and Corporate Plan’s key action and projects:

| Group | Remit |
| --- | --- |
| Business Management and Development | * Enhanced governance * Commercial Strategy * Strategic Financial Planning * Corporate Planning development * Performance management reporting * Corporate Risk Management |
| Transformation Board | * Organisation development * Performance management framework * Service delivery innovation activities |
| Economic Development Major Projects Board | * Planning Policy * Regeneration projects * Infrastructure development * Housing delivery * Business support services * Promoting the place – Carlisle Story * External liaison with education and skills providers * Carlisle Economic Partnership * Tourism developments |
| Health and Wellbeing | * Healthy City Steering Group * Community Safety * Leisure and cultural partnerships/contracts * Housing support and advice * Environmental Health * Community cohesion, engagement and communication * Emergency planning |

## Service Planning

Service planning provides an opportunity for service managers to discuss the detail of what needs to be delivered, how, when and by whom, in the context of the Carlisle Plan, Corporate Plan and statutory/service responsibilities. This includes prioritisation, resource planning, action planning, risk management and performance measures.

A service plan can cover multiple service areas, a service area or team, depending on the service area requirements and management arrangements. The service plan template includes:

* SMART[[1]](#footnote-1) Objectives for the service area. Each objective is required to have specific outcomes and named a lead officer
* Business change projects

These are defined projects that will improve service delivery.

* Workforce plan

These are the key questions for workforce planning.

A collaborative Performance Management Sharepoint team site enables teams to manage service plans, performance, and risks. A project is underway with ICT to link these lists and documents on a single site, transforming service planning from a static snapshot into a dynamic workflow with associated information flows. It also enables actions to be linked to other projects, priorities and plans to show how they are helping to deliver the Carlisle Plan priorities and supporting work throughout the Council.

The current list of service plans are presented in Appendix A. Directorate service plans are signed off by Senior Management Team in their corporate planning development role.

## Team appraisals

The [team appraisal process](http://intranet/yourcouncil/dirser/CET/Organisational%20Development/Pages/default.aspx) provides an opportunity for teams and their manager to review performance, agree future objectives and to determine learning and development requirements which will help to achieve those objectives. Our appraisal process sets out clear steps that include:

* reviewing team performance and team effectiveness
* reviewing team culture
* setting team priorities
* identifying learning and development requirements

Teams are asked to consider how they contribute to delivering our principles: Clear, Committed and Confident; and how their day to day work and resources consistently support our priorities within the Carlisle Plan and Corporate Plan.

## Individual appraisals

Individuals have a responsibility to ensure that they are clear about their role and what is expected of them in achieving team objectives and promoting organisational values. The individual appraisal process follows the same steps as the team appraisal process outlined above. This ensures that personal objectives link to team objectives and the Council’s priorities.

## Service Standards, Performance Indicators and Management Information

The drafting of the Carlisle Plan and Corporate Plan have enabled us to develop a new performance framework that includes progress with key projects, risks and opportunities. Performance reporting is embedded throughout the Council and is built to reflect the needs of the service user or customer.

At the most granular level, we are developing Management Information that provides flexible access to multiple datasets to enable us to analyse our performance effectively. Performance indicators and tailored scorecards can be built from the management information to provide an overview of how a team, service area, directorate, or corporate priority is performing, depending on the user requirements. Further to our monitoring, we undertake data quality checks and benchmarking to identify how our services are performing against others. Our Data Quality Policy and Performance Measures Definition and Target Guide are integral to this work. The Management Information Group gives officers who work with performance data the opportunity to share good practice and identify improvements to the collection, storage and usage of management information.

The Business Management and Development group is the senior user and maintains an overview of performance management reporting. Our performance framework is monitored through Directorate Management Team meetings and quarterly reporting to Senior Management Team, Executive and Overview and Scrutiny. This includes reporting on the progress of the Carlisle Plan priorities, Service Standards and Key Performance Indicators. The Service Standards provide a standard in service that our customers can expect and a standard by which we can be held to account. The measures are based on the timeliness, accuracy and quality of the service we provide in areas that have a high impact on our customers. The development of this information has enabled us to become increasingly flexible in our approach, combining reporting at regular interval periods with live information where appropriate.

## Overview and Scrutiny

The Overview and Scrutiny Committees independently monitor how the Council goes about its business and the decisions it makes. The Committees have a specific function to scrutinise performance and may:

* review and scrutinise the decisions made by and performance of the executive and/or committees and Council officers both in relation to individual decisions and over time;
* review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
* question members of the executive and/or committees and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
* make recommendations to the executive and/or appropriate committee and/or Council arising from the outcome of the scrutiny process;
* review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance; and
* question and gather evidence from any person (with their consent).

## Management competency framework

We recognise that developing skilled managers and supervisors is essential to improving the authority as whole. The Management Competency Framework identifies six key areas that we consider all our managers should be competent at. Managers are supported to improve their leadership and management skills through the framework. They can access a range of tools, including training, guidance, mentoring and assessments to assist their development.

## Performance enhancement process

In recognising the role of its employees in providing a high quality service to the community, the Council has a responsibility to establish appropriate work standards to ensure that quality service requirements are met.

There may be occasions when, for a variety of reasons, an employee does not meet the required standards of work performance. The [performance enhancement process](http://intranet/HR/Pages/PerformanceEnhancementProcess.aspx) assists managers in dealing with these situations, to promote adequate support, guidance, training and development for employees.

Managing the performance of teams and individuals is the responsibility of the manager. Managers are required to set standards of work, agree SMART objectives and ensure their team have been developed appropriately.

## Senior Management Team (SMT)

The Senior Management Team (SMT) have a pivotal role in performance management as both a group and as individual Chief Officers. SMT ensure Executive are kept briefed on key areas of performance though their relationship with Portfolio Holders, thereby maintaining the active engagement of Executive in the performance management of the priorities and services.

# Roles and responsibilities

Performance management is the responsibility of everyone in the Council. A summary of the key roles and responsibilities of Officers and Councillors is set out below. We provide support to staff and members on performance management through our Corporate Training Programme.

|  |  |
| --- | --- |
| **Role** | **Responsibilities** |
| **Councillors** | Approve the Carlisle Plan and the Policy and Budgetary Framework  Hold the Executive to account  Scrutinise the Council’s performance through quarterly Performance reports  Undertake specific reviews of any identified performance issues through the Council’s scrutiny arrangements |
| **Executive** | Formulate the Council’s priorities  Ensure strategic delivery of Carlisle Plan through the Carlisle Plan on a Page  Monitor and respond to quarterly performance reports  Challenge performance of all services |
| **Senior Management Team** | Strategic responsibility for delivery of Council’s priorities through the Carlisle Plan on a Page  Review the Carlisle Plan on a Page annually  Approve the Corporate Plan  Oversee Performance Management, including monitoring and responding to quarterly performance reports  Annual review of Performance Management Framework  Provide updates and insights on performance directly to Portfolio Holders |
| * **Economic Development Major Projects Board** * **Health and Wellbeing Group** * **Business Management and Development Group** * **Transformation Board** | Overseeing the delivery of the Carlisle Plan and Corporate Plan’s key action and projects  Business Management and Development Group: Senior user for performance BI and oversees corporate planning development |
| **Directorates** | Review Directorate service plans annually  Monitor Directorate performance  Ensure that service plans underpin performance with the Carlisle Plan and Corporate Plan |
| **Managers** | Develop and deliver service plans (as appropriate) that contribute to the Council’s priorities  Manage projects applying project management techniques  Provide data in accordance with performance reporting requirements  Maintain service budget and implement efficiencies  Support staff to deliver their appraisal objectives and manage their performance |
| **Staff** | Responsible for personal development and performance  Understand how work contributes to the Carlisle Plan vision and priorities, and Corporate Plan  Raise specific issues regarding performance with managers |

# Review

This Framework will be reviewed annually.

# Related policies, procedures and protocols

* Data Quality Policy
* Performance Measures Definition and Target Guide
* Good Governance Principles and Annual Governance Statement

# Appendix A: Current list of Service Plans

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| --- | --- | --- |
| **ID** | **Service** | **Directorate** |
| 1 | Bereavement Services | Community Services |
| 2 | Grounds maintenance | Community Services |
| 3 | Healthy City | Community Services |
| 4 | Neighbourhood Services | Community Services |
| 5 | Policy & Communications | Community Services |
| 6 | Carlisle Partnership (Plan) | Community Services |
| 7 | Tourism & City Centre | Community Services |
| 8 | HR & Payroll | Community Services |
| 9 | Organisational Development | Community Services |
| 10 | Customer Services | Corporate Support |
| 11 | ICT Services (Strategy) | Corporate Support |
| 12 | PA Support | Corporate Support |
| 13 | Building Control | Economic Development |
| 14 | Development Management | Economic Development |
| 15 | Economic Development Technical Support | Economic Development |
| 16 | Planning Policy | Economic Development |
| 17 | Regeneration | Economic Development |
| 18 | Property Services | Governance & Regulatory Services |
| 19 | Democratic Services | Governance & Regulatory Services |
| 20 | Health & Safety | Governance & Regulatory Services |
| 21 | Homelessness, Prevention & Accommodation Services | Governance & Regulatory Services |
| 22 | Legal Services | Governance & Regulatory Services |
| 23 | Regulatory Services | Governance & Regulatory Services |
| 24 | Audit Services (Audit Plan) | Finance and Resources |
| 25 | Financial Services | Finance and Resources |
| 26 | Revenues & Benefits | Finance and Resources |
| 27 | Service Support | Finance and Resources |

1. *SMART – Specific, Measurable, Achievable, Realistic and Timely* [↑](#footnote-ref-1)