



# Performance Management Framework

## March 2012

Document Name	Performance Management Framework
Document Description	This document details the performance management framework for North Norfolk District Council. This framework ensures that all key activity within the Council is performance managed. NNDC will manage performance using standardised reporting. Performance monitoring will be integrated with budget monitoring and risk management at corporate and service levels.
Document Status	Draft
Lead Officer	Helen Thomas, Policy and Performance Management Officer
Sponsor	Sheila Oxtoby, Deputy Chief Executive
Produced by (service name)	Policy and Performance
Relevant to the services listed or all NNDC	All NNDC
Approved by	Performance and Risk Management Board
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V02.01	Reviewed subsequent to development of the Annual Action Plan 2012/13 and revised management structure	26 <sup>th</sup> March 2012
V02.02	Minor amendments at Performance and	27 <sup>th</sup> April 2012

	Risk Management Board Approved by Cabinet 14 <sup>th</sup> May 2012 and Full Council 30 <sup>th</sup> May 2012	
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**1. NNDC will manage performance using standardised reporting of the following information:**

**The Corporate Plan**

The Corporate Plan lays out the high level strategic priorities for the Council. Each Annual Action Plan will contain specific measures and key activities to address those priorities.

**Local Performance Measures set out in the Corporate Plan – Annual Action Plans**

Presentation/monitoring format for each performance indicator:

- Target and/or desired direction of travel
- Current performance
- Relevant commentary and additional action to be taken if necessary
- Assessment of trends

**Activities set out in the Corporate Plan - Annual Action Plans**

Progress on delivering projects and activities, to include relevant timescales, commentary and action to be taken.

**Annual Report**

- Progress on delivering the Corporate Plan – Annual Action Plan, including achieving targets and delivering activities

**Major NNDC Projects**

- Progress on delivering projects, to include relevant timescales and commentaries

**Service Plans**

- Progress on delivering the Service Plan, including achieving targets, delivering services and activities in support of the Corporate Plan.

**Corporate Governance action plans**

- Progress on meeting/implementing recommendations, to include relevant timescales, commentaries and action.

**External/internal audit inspections and reports**

- Progress on meeting/implementing recommendations, to include relevant timescales and commentaries

**2. Performance monitoring will be integrated with budget monitoring and risk management at corporate and service levels. This process will be undertaken:**

**Corporately**

- by the Performance and Risk Management Board, who will monitor the information detailed in Section 1 on a quarterly basis and review recommendations from the Performance Panel sessions,
- by the Performance Panel, who will review Service Plans at performance review sessions
- by Cabinet and Overview and Scrutiny quarterly – delivery of the Annual Action Plan.
- by Audit Committee quarterly – audit recommendations
- by Members through the Members' Bulletin quarterly – major projects

### **in Services**

- at Head of Service level Management Team meetings monthly
- at service team briefings monthly

All staff should be updated on local performance achievement monthly and encouraged to participate in a performance dialogue, particularly where targets and/or desired direction of travel are not being achieved.

### **3. Data maintenance**

- All quarterly performance measures will be updated by the 10<sup>th</sup> of the month following the end of the quarter.
- All annual performance measures will be updated by the end of the month following the end of the year.
- Progress in delivering all activities will be reviewed and updated monthly.
- Exceptions may be made with prior agreement from the Performance and Risk Management Board.

### **4. Data Quality**

Data will be collected and managed in accordance with the Data Quality Policy.

### **5. Roles and Responsibilities**

Within the Council roles and responsibility for Performance Management are as follows:

- The Chief Executive has senior management responsibility for performance management and is the officer Performance Management Champion.
- The Portfolio holder for Organisational Development has senior Member responsibility for Performance Management and is Member Performance Management Champion.

- The Performance and Risk Management Board has responsibility to review Performance Management issues to ensure that performance and risk perspectives are dealt with and can authorise setting up a Performance Panel to deal with specific performance issues.
- The Policy and Performance Management Officer will be the Performance Management co-ordinator with responsibility for promoting the importance of Performance Management throughout the organisation.
- The Policy and Performance Management Officer will collect and maintain a database of all Performance Management reporting.
- The Policy and Performance Management Officer will maintain a list of all staff with Performance Management responsibilities and develop and maintain the performance management system.
- Heads of Service are responsible for performance management within their services including delivery of service plans, monitoring of data and delivery of assigned corporate projects.
- Heads of Service will ensure that performance management information which supports the management processes outlined in Section 1 and Section 2 is kept up-to-date in line with Section 3 of this document.
- Heads of Service will ensure that staff within their services fulfil their performance management responsibilities.
- Staff with performance management responsibilities, as detailed in the performance management system, will deliver those responsibilities and ensure progress reports on the performance management system are kept up-to-date in line with Section 3 of this document.
- Everyone in the organisation will be responsible for complying with this Performance Management Framework.

Commitment to Performance Management will be clearly stated in job descriptions for all relevant roles within the council, ensuring that corporate directors, managers, administrative staff and others recognise their responsibilities as an integral part of their role and profession.