



# Performance Management Framework

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Armagh City  
Banbridge  
& Craigavon  
Borough Council

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# SECTION 01



## Introduction

Armagh City, Banbridge and Craigavon Borough Council is committed to ensuring continuous performance improvements in the delivery of its services across all areas of the organisation. How we as an organisation perform is everyone's responsibility.

Our Performance Management approach is aligned to a number of key strategic plans, including the Borough's Community Plan, our Corporate Plan and our Performance Improvement Plan. The approach is carried through into our Departmental Business Plans and individual performance/development plans.

## Aim/Purpose

The Council aims to operate a performance management system where everyone knows what needs to be achieved, what is required of them and when, what is measured and managed, and what progress is being made.

Effective performance management will help to ensure corporate priorities and commitments are prioritised and that resources are allocated effectively so that we realise our corporate vision

“ a healthy, happy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning ”

The purpose of the framework is to:

- Improve services and outcomes for local people.
- Motivate staff by ensuring that individuals are aware of their own targets and how these contribute to achieving the Council's vision.
- Provide early warning of, and rectification of, poor performance.
- Ensure the Council and its partners achieve what we have set out to do.
- Provide a strong evidence base for improved decision-making and the efficient use of resources.
- Ensure compliance with the new statutory duty for continuous improvement under The Local Government Act (NI) 2014

This Performance Management Framework applies to everyone as it is the responsibility of everyone within Council to maintain high standards and to ensure that all our rate payers and customers receive high quality, cost effective services.

Performance management is an integral part of everyday management throughout the organisation at a corporate, departmental and individual level and includes:

- Setting informed standards/targets
- Communicating those standards/targets
- Making sure agreed actions are being progressed
- Monitoring and reporting on progress and achievements
- Managing underperformance

## Context

To help achieve its aims the Council will strive to ensure that the following characteristics, which are important in high performing organisations, are embedded across the Council:

- A performance improvement culture inspired by strong leadership
- Up to date, regular and robust performance data
- Agreed lines of individual accountability
- Clear performance management review, combining challenge and support

In addition the Local Government Act (Northern Ireland) 2014 Part 12- General Duty to Improve, places a general duty on councils to 'make arrangements to secure continuous improvement in the exercise of its functions'. It outlines the following:

- **Continuous improvement:** Councils should seek to continuously ensure that the most effective arrangements are in place for delivering their functions and that they are able to understand and demonstrate the impact for citizens.
- **Functions:** Defined in its broadest sense, whereby an individual Council exercises its general responsibilities and delivers services (statutory or discretionary) in accordance with its agreed strategic ambitions and priorities.
- **Making arrangements to improve:** This requires a Council to put in place arrangements which enable it to effectively understand local needs and priorities, to make best use of its resources and capacity to meet them, as well as to evaluate the impact of its actions. 'Arrangements' can be interpreted as, an "improvement framework" which itself may also include other supporting strategies, plans, frameworks, policies and processes.

### Strategic Planning Framework

The Council’s Strategic Planning Framework provides guidance on a One Council approach to the development of the strategic planning process and how all of the components are integrated and brought together.

The Strategic Planning Framework sets out the various components of the planning framework bringing together specific priorities, aims and ambitions of the Borough. It seeks to link the overarching Council commitments to service and individual work plans, making clear the contribution individuals make towards achieving strategic outcomes.

Diagram 1 below summarises our strategic planning framework.



The diagram above illustrates the need for connections between all levels. This golden thread is supported by engagement and improvement processes. The plans listed above are illustrative of the key plans, rather than an exhaustive list.

A recently released Addendum to Local Government Performance Improvement Guidance (June 2019) details ‘Arrangements’ can be interpreted as an ‘improvement framework’.

Included within the Local Government Guidance are illustrations of a systematic overview of an improvement framework (refer to Appendix). Armagh City Banbridge and Craigavon Borough Council can align this to our Strategic Planning Framework.

## The Performance Cycle

All elements of the Council's Performance Management Framework are built around the annual performance cycle as represented in the diagram below. Performance is managed through cyclical arrangements to ensure continuous improvement.

### QTR 4

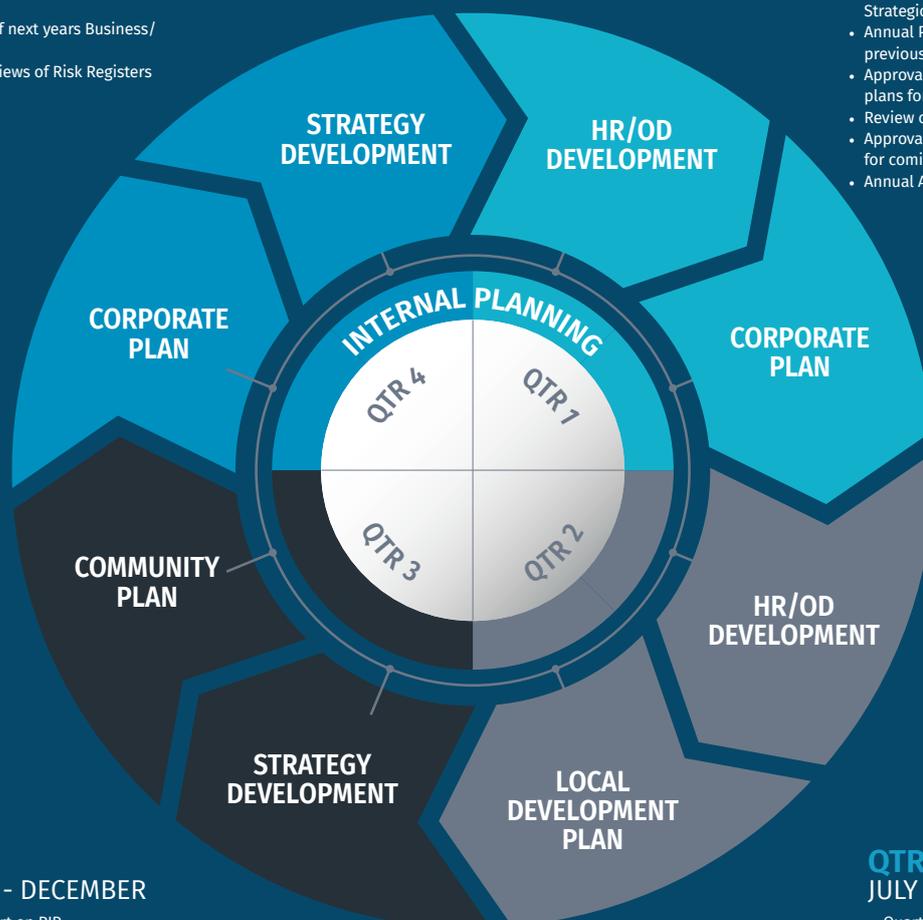
JANUARY - MARCH

- Annual Audit Plan prepared
- Quarterly report to Strategic Director
- Estimates agreed
- Performance Improvement objectives consultation
- Finalisation of next years Business/ Capital plans
- Quarterly Reviews of Risk Registers

### QTR 1

APRIL - JUNE

- Review of Strategic Planning Framework for year ahead
- Annual Corporate Report for previous year
- Quarterly Progress Report (Jan-Mar) to Strategic Director
- Annual Progress Report (Business Plans) for previous year
- Approval of Department Business/Capital plans for coming year
- Review of Risk Registers
- Approval of Performance Improvement Plan for coming year
- Annual Assurance Statement



### QTR 3

OCTOBER - DECEMBER

- Mid year report on PIP
- Quarterly Progress Report to Strategic Director
- Mid year progress reports to Business Plans to Service committee
- Draft Performance Improvement objectives agreed for next year
- Drafting Business Plans/Capital Plans
- Quality Assurance exercise on all draft plans
- Draft Estimates
- Quarterly Review of Risk Registers
- 6 monthly assurance statement

### QTR 2

JULY - SEPTEMBER

- Quarterly Progress Report (Apr-Jun) to Strategic Director
- Annual Accounts & Governance Statement
- Early consideration for financial management/performance management/Capital planning management
- Quarterly Review of Risk Registers
- Roll out of Business Planning process
- Self Assessment Performance Report published

# SECTION 02

## Framework for Performance Management & Improvement (Plan, Do, Review)



This Framework shows the Council’s approach to performance management and improvement. It follows the approach of a ‘**PLAN**’ ‘**DO**’ ‘**REVIEW**’ cycle.

PLAN	DO	REVIEW
<p>The Corporate Plan 2018-2023 is aligned to the borough’s Community Plan and reflects our Corporate Commitments.</p> <p>The Local Development Plan is the spatial reflection of the Community Plan and is an essential tool in achieving Council’s vision.</p> <p>The Council’s Medium Term Financial Plan demonstrates how Corporate Plan priorities will be delivered and funded.</p> <p>As part of estimates process, Council also agree funding towards the delivery of a Capital Development Plan.</p> <p>Each year Council publishes a Performance Improvement Plan focusing on continuous improvement.</p> <p>Departmental Business Plans outline actions, resources and risks associated with the delivery of the Council’s services.</p> <p>Feedback from communication, consultation and surveys are considered and reflected in future service planning.</p>	<p>4 Directorates, 15 Departments operate across the Council, delivering a wide range of services.</p> <p>Cross Directorate/Departmental working groups are also established to deliver on cross-cutting priorities.</p> <p>We plan and manage our current and future workforce requirements, and work with our partners to achieve better outcomes for local people.</p> <p>Our new Performance Management System, and use of relevant benchmarking tools (where applicable) is used to manage our performance.</p>	<p>We assess our performance continually throughout the year making use of both indicators, standards/targets and customer satisfaction results. We have an agreed set of reporting arrangements and make use of our Performance Manager software.</p> <p>We collate both internal and an external assessment of our achievements, which enables us to provide assurance to stakeholders.</p> <p>A range of performance information is currently made available through committee reports on Council’s website.</p>

## The Plan, Do, Review Cycle

The illustration below demonstrates the stages that are used to improve performance.

The Cycle aims to promote continuous improvement emphasising and reiterating towards an ever improved system.



    <b>PLAN</b>	<p>What Do We Do?</p> <p>How do we Engage?</p>	<p><b>Strategic Planning</b></p> <p><b>Leadership &amp; Stakeholder Engagement</b></p>	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Capital Planning</li> <li>• Medium Term Financial Plan</li> <li>• Departmental Business Plans</li> <li>• Performance Improvement Plan</li> <li>• Other Council strategies &amp; Action Plans</li> <li>• Stakeholder Engagement</li> <li>• Communications</li> <li>• Members Development</li> </ul>
    <b>DO</b>	<p>How do we Deliver?</p> <p>Who Delivers?</p>	<p><b>Performance Management Partnership Working</b></p>	<ul style="list-style-type: none"> <li>• Annual Improvement Objectives</li> <li>• Performance Indicators &amp; Standards</li> <li>• Developing Service Standards</li> <li>• Customer Surveys</li> <li>• Delivery on Departmental Business Plans</li> <li>• Delivery on all Action Plans</li> <li>• Community Planning Partners/Other partners</li> <li>• Cross Directorate/Departmental working</li> <li>• Employees</li> <li>• Service Reviews</li> <li>• Harmonisation</li> <li>• New ways of working/innovation</li> </ul>
    <b>REVIEW</b>	<p>How do we Perform?</p> <p>How do we tell our Stakeholders?</p> <p>What do we do Next?</p>	<p><b>Assurances External Reporting Improvement</b></p>	<ul style="list-style-type: none"> <li>• Internal &amp; External Audit</li> <li>• Member scrutiny</li> <li>• Self Assessment</li> <li>• Annual Accounts</li> <li>• Improvement Plans</li> <li>• Results: finance reporting, satisfaction levels, Complaints analysis</li> <li>• Annual Reports</li> <li>• Publications</li> </ul>



# SECTION 03

## Ways in which the Council Delivers Performance Management



## Strategic Management

### Partnership Working

The Council must also work effectively with its partners, properly considering partnership working when devising its plans and applying consistent standards of performance management when trying to achieve shared outcomes.

### Community Planning

'Connected' The community plan for the Armagh City, Banbridge and Craigavon Borough sets out 9 shared outcomes which together aim to improve the wellbeing of everyone in the area. All of the partners involved in community planning have agreed on and share responsibility for achieving these outcomes. Work to achieve these long term outcomes is taken forward through 6 thematic action planning groups who each have an agreed 2 year action plan.

There is statutory guidance which sets the performance management of the community plan which takes an outcomes based approach. Performance is monitored by tracking long term population indicators as well as performance managing the action plans by reviewing what did we do, how well did we do it and is anyone better off as a result.

As one of the 13 partners, Council embeds and demonstrates our contribution to the community plan outcomes through our aligned corporate plan. Further information on community planning can be found by visiting [www.armaghbanbridgecraigavon.gov.uk/resident/community-planning](http://www.armaghbanbridgecraigavon.gov.uk/resident/community-planning)

### Corporate Plan

Our Corporate Plan 2018-2023 sets out our ambitious aims for the Borough. It outlines our ongoing commitments to provide high quality, efficient and effective public services, facilities, projects and programmes. To ensure we perform and deliver our commitments, our Business Planning process is fundamental.

In addition we also need to deliver on cross-cutting work priorities; drawing on expertise and resources from a number of departments for time limited delivery of specific projects or programmes. This approach is essential for delivery on both the Community Plan and Corporate Plan.

Priorities that are cross-cutting are agreed and recognised as requiring a particular collaborative approach and are identified through corporate planning and annual business planning. A Protocol for Cross Directorate Working sets out the processes and principles that are necessary for cross departmental working to succeed.

### Local Development Plan

Council is responsible for preparing a Local Development Plan (LDP) for the borough, in consultation with local citizens, to provide a clear vision of how it should develop and what it will look like in the years to come. The Local Development Plan will:

- provide a 15 year plan framework to support economic and social needs in the borough, in line with regional strategies and policies, while providing the delivery of sustainable development
- facilitate growth by coordinating public and private investment to encourage development where it can be of most benefit to our community
- allocate sufficient land to meet the needs of the borough
- provide an opportunity for all stakeholders, including the public, to have a say about where and how development within the local area should take place
- deliver the spatial aspects of the councils' community plan

The development of the Local Development Plan is strategically overseen; monitored every year and reviewed every 5 years by the relevant service committee.

### Business Planning

The Council's Corporate Plan focuses on how the Council will deliver its contribution to the Community Plan and deliver the Council's priorities. The Departmental Business Plans show how services will deliver the Corporate Plan and any service priorities.

Departmental Business Plans are reported quarterly to each Strategic Director and on a 6-month basis to relevant service committees.

Sitting beneath the Departmental Business Plan is the Business Unit Plan and below these the Personal Development Plans for each employee. The links between the plans form the "golden thread" that ensures that everyone in the organisation is working towards the same goals and that priorities will be achieved.

### Council Strategies and associated Action Plans

Whilst Council Strategies and Action Plans will be referenced at a high level within the Departmental Business Plans, the delivery and detail of those Action Plans may be captured within Business Unit Plans or in separate Action plans. These will be reported on monthly/quarterly basis by the designated officer/manager, to respective Head of Department.

### Priority Projects and associated Action Plans

Within our Corporate Plan 2018-2023, Council have identified a number of top key programmes/priority projects that we are committed to delivering.

In addition to the Departmental Business Plans, action plans relating to key priority projects are reported on in a number of ways. These are monitored through cross departmental sub-groups, team meetings and specific performance indicators. Monthly/periodic progress reports on priority projects are presented to the joint Executive Management Team/Heads of Department meetings. Progress reports on priority projects are presented to the relevant service Committee on a quarterly/6-monthly basis.

### Financial Planning and Management



Your accountant is there to help you manage your budget, provide financial advice and find solutions. Get to know them and talk to them before starting any major projects or spend.



Finance only exists to help deliver services and safeguard the resources of the council. Part of this reflects the statutory nature of the finance role, so sometimes you will be challenged on your spend and approach.



Own your budget and understand your budget. Have robust performance systems & processes, with targets & benchmarking.



Don't commit unless you have the funding. spend within your budget



Be aware of and manage your risks.



Comply with financial regulations/ procurement rules.



Remember confidentiality of financial information especially staffing.



Know your cost drivers so you understand what you have to influence and to manage your budget.

A crucial thread in the business/service planning cycle is financial planning and management - planning how to allocate resources, understanding affordability/managing budgets and managing your cost and income risks.

Finances are reported quarterly to Strategic Directors/Executive Management Team in line with Business Plan progress reports. As an organisation we are working towards increasing the frequency of financial reporting to senior management.

A quarterly finance report is also presented to the Governance, Resources and Strategy Committee.

The estimates process is initiated in August/September each year, with the 'rate struck/agreed' in February for the year ahead.

### Medium Term Financial Strategy (MTFS)

This document sets out a financial framework for using Council finances to deliver the Council's Priorities over the next five years. Financial planning is part of the Council's integrated planning process and is considered in relation to the Corporate Plan and business or departmental plans. In line with best practice in this area, the Council's financial planning system should:

- Help Members determine priorities and their timing
- Forecast changes in demand for services
- Show the impact of changes in legislation on spending
- Align demand with available resources
- Provide the framework for service plans
- Respond to and reflect Government funding proposals

Budgets are set in line with Medium Term Financial Strategy (MTFS) and corporate priorities

### Capital Development Programme/Resource allocation

As part of the Capital Investment Programme, decisions are made within the corporate decision making framework. A governance approach is being introduced for the prioritisation of future emerging capital projects, outlining processes to be followed.

For any capital project it is acknowledged that a project will go through a number of stages as per Project Life Cycle.

Projects will become a formal investment decision after sufficient due diligence and after an appraisal/business case has been completed and approved by Council.

### Risk Management

Risk management has a strong link to performance management - if risks are not managed effectively then it is unlikely that Council will deliver its commitments and achieve value for money.

Council has a Risk Management Policy setting out the approach to risk management both internally and within the wider environment in which the Council operates.

The Corporate Risk Register along with one of the four Directorates' departmental risk registers is reported on a quarterly basis to the Performance and Audit Committee. The reports highlight the key financial and operational risks faced by the Council and provides information about whether the risk is being successfully mitigated.

Departmental business plans include any related risks to delivering the objectives/commitments. This means that risks are considered at the outset, and mitigation can be

built into the plans to deliver departmental and corporate commitments. A 'Risk Manager' Software is being used by all departments and projects to capture and report on progress.

### Performance Monitoring and Reporting

Monitoring and regular reporting on performance is essential for ensuring that the Council's priorities are being achieved and that the information collected informs decision-making and future plans.

The Council monitors Performance indicators and standards (statutory/non- statutory/self imposed); contained within Departmental Business Plans. These are reported both internally to Strategic Directors/Executive Management Team, on a quarterly basis, and formally to committee on a six monthly basis.

The Performance and Audit committee, and Governance, Resources & Strategy Committee also receive Mid -Year Progress reports on the annual Performance Improvement Plan and the annual Performance Self-Assessment Report. The Self Assessment Report is published by the end of September each year.

In addition to the Departmental Business Plans, Action Plans relating to Council's key priority projects, Business Unit Plans and other Action Plans are reported on. These are monitored through cross departmental sub-groups, team meetings and service specific performance indicators.

Benchmarking is conducted to compare the Council's performance to those of other NI Councils in relation to statutory performance indicators and standards and where appropriate in relation to the aspects of our performance. Internal benchmarking over time is also undertaken and reported on.

A new Performance Management Software is being developed and introduced to all departments, for further implementation during 2019/20.

The flow diagram below illustrates high level reporting mechanisms:



## Governance

Armagh City, Banbridge and Craigavon Borough Council has 41 democratically elected Members, representing 7 District Electoral Areas.

The Council is a decision making body that meets once a month to discuss, oversee and ratify decisions taken by Committees. It has 6 Committees that meet monthly and a Performance and Audit Committee that meets quarterly.



Details of Committee meetings and relevant papers can be found at [abc.public-minutes.com](http://abc.public-minutes.com)

As part of the Performance Management Framework it is important to understand the roles and responsibilities of staff, Elected Members and different committees have in the governance of this framework. Further detail on Roles and Responsibilities is provided in Section 4 of this document.

We must ensure that we embed a system of governance which takes consideration of the development, agreement and review of plans while maintaining a segregation of duties allowing us to internally scrutinise our own processes and decisions. Each Service Committee has responsibility for:

- Annually agreeing the appropriate departmental plans and to review/monitor of same at 6 months and end of year.
- Agreeing, overseeing and reporting on the detail of service reviews/transformation within the appropriate departments.

Specifically Performance and Audit Committee's role is to assist the Council in fulfilling its responsibility for the

integrity of the Council's financial and operational results and performance, compliance with legal and regulatory requirements and overseeing the work of performance management, internal and external audit.

## Human Resources & Organisational Development

The Learning & Development Section within Human Resources & Organisational Development department has the responsibility for overseeing the Council's Appraisal System. It will ensure that all appraisals are completed on time and all Line Managers will be supported to ensure that they are conducted in the correct way and are of value to employees.

The Appraisal is the last stage of the "golden thread" and ensures that staff individual objectives are aligned to business unit plans/department business plans and ultimately to our Corporate Plan.

## Customer Feedback

Participation is encouraged at all stages of the performance management cycle. The Council particularly welcomes feedback from rate payers, service users/ community & voluntary groups, customers, visitors and wider stakeholders.

Customer feedback is information coming directly from customers about the satisfaction or dissatisfaction they feel with the services provided by Council.

Each Department seeks customer feedback in a number of ways to help improve service delivery.

Additional guidance on obtaining customer feedback is being developed and the council is committed to ensuring excellent customer care as set out in our Customer Care Strategy.

## Corporate Complaint Management

Corporate Complaints are taken seriously and clear processes are in place for managing them. They provide a simple way for customers to voice concerns about service delivery and provide valuable customer feedback which may be used to make service improvements.

Senior management monitor complaints on a regular basis, so that relevant steps may be taken to prevent similar reoccurrence in the future.

Training on complaint handling and customer care is being provided for staff.

## Audit

### External Audit

From April 2015 at Local Government Reforms the Northern Ireland Audit Office (NIAO) have been responsible for undertaking annual Performance and Assessment Audits of NI Councils against Part 12 of the Local Government Act (NI) 2014.

NIAO annually provide their opinion on whether the Council has 'proper arrangements for securing financial resilience' and that it is working towards 'securing economy, efficiency and effectiveness' in its operations.

### Internal Audit

The Internal Audit function is vital in providing an independent and objective assurance of the Council's governance arrangements. Internal Audit provide an opinion on whether the Council's policies, processes and procedures are in place across the organisation to ensure the Council's risk management, governance and internal control processes are operating effectively. The Council's Internal Audit Plan sets out the audit activity planned for the year ahead.

### Code of Governance

Council has an approved Code of Corporate Governance which includes seven core principles of corporate governance as identified in the CIPFA/SOLACE 'Delivering Good Governance in Local Government' Framework 2016.

### Annual Governance Statement

The Council is required to prepare an annual governance statement in order to report publicly on the extent to which it complies with its own code of governance, which in turn is consistent with the good governance principles in the CIPFA/SOLACE Framework.

### Fraud Policy

This outlines the Council's approach and commitment to anti-fraud and corruption activity. The Policy embodies a series of measures designed to deter any attempted fraudulent or corrupt act and the steps to be taken if actual fraud or suspected/attempted fraudulent activity occurs. Training is being provided to staff.

## Information Management

### Data Collection and Quality

Robust and timely data is essential to inform decision making and identify where performance needs to be improved.

Data requirements should be designed along the principle of 'getting it right first time' in order to avoid wasting time and money spent on cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases, and maintaining outdated systems.

The Audit Commission provides six key characteristics of good data quality:

- **Accuracy:** Data should be sufficiently accurate for their intended purposes. It should be captured once only, although the data may have multiple uses. Reported information that is based on accurate data provides a fair picture of performance and should enable informed decision making.
- **Validity:** Data should be recorded and input within the necessary format required. This ensures consistency of reporting. Where 'proxy' data are used to compensate for an absence of actual data, bodies must consider how well these data are able to satisfy the intended purpose.
- **Reliability:** Managers and stakeholders should be entirely confident that data is reflecting real changes rather than variations in data collection approaches and methods.
- **Timeliness:** Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period.
- **Relevance:** Data captured should be relevant to the purposes for which they are used. This entails periodic review of requirements to reflect changing needs.
- **Completeness:** Information is extracted regularly and efficiently and communicated quickly.

Council's NISRA Statistician's key purpose is to support the council in the development of a data and an evidence based approach to support the creation of the community plan, corporate plan, local development plan and related key strategies for the Borough. In addition they are to access and analyse data on behalf of the Council to allow for the development of policy, develop funding bids and to monitor progress and impact of council initiatives including the Community Planning process.

The work of the NISRA statistician has included important foundation work in helping us understand the value and application of data which we hold. This has included conducting reviews, recommendations for the collection and utilisation of data/evidence and exploring data sharing protocols with other bodies and across Council Departments. In addition the NISRA statistician continues to network regionally with NISRA working groups; providing additional regional information, advice and potential opportunities and benefits for Council.

Council's Performance Improvement Officer is responsible for working closely with Departments to collate, maintain, analyse and validate performance data in order to produce a baseline profile, to identify opportunities for improvement and on an ongoing basis to demonstrate continuous improvement.

### **Information Management**

Armagh City, Banbridge and Craigavon Council receives a substantial number of requests for information each year.

Council's Access to Information policy ensures all requests receive appropriate handling and provides timely access to information held by the Council in line with legislative requirements and Council's statutory obligations in order to promote openness, transparency and accountability in the public sector.

Information Management Transformation Program (IMTP) is an organisation wide information management and cultural change programme to improve information management within this Council. The programme will deliver a Records Management Information Architecture as well as implementation of compliance software to automate retention and disposal.

This will provide a complete end-to-end solution for records management and is the first project of this type in a Council in Northern Ireland. The Public Record Office of Northern Ireland (PRONI) who are a key stakeholder have endorsed the model. This project will enable Council to improve corporate governance and address information governance issues highlighted in the Corporate Assurance Statement as well as mitigating Corporate Information Governance risks for non-compliance in relation to General Data Protection Regulation/Data Protection Act 2018 and information requests.

### **Policies and related documents**

Below is a list of Council related policies and documents. This is not an exhaustive list.

- Performance Policy
- 'Connected' The Community Plan
- Corporate Plan 2018-2023
- Annual Performance Improvement Plans
- Annual Performance Self-Assessment Reports
- Guidance for Reporting on Departmental Business Planning
- The Local Government Act (NI) 2014
- Addendum to Local Government Performance Improvement Guidance (June 2019)
- Performance Management for Outcomes- A good practice guide for public bodies, NIAO June 2015
- Medium Term Financial Plan
- Customer Care Strategy & Action Plan
- Fraud Policy
- Risk Management Policy
- Annual Internal Audit Plan
- Learning and Development Policy
- Access to Information Policy
- Annual Governance Statement
- Annual Financial Report & Risk Register
- Financial Regulations
- Code of Governance
- Annual Performance Self Assessment Report
- Corporate Health & Safety Policy
- Equality Policy
- Performance Improvement Local Government Good Practice briefing (September 2019)



## Roles and Responsibilities

Performance management is the responsibility of everyone in the Council. The table below provides a summary of the key roles and responsibilities of staff and Elected Members. All managers must recognise that effective performance management is their responsibility. However, the Council does have some key governance groups in relation to managing performance and improvement, with particular responsibility for ensuring corporate compliance with particular elements of this framework:

<b>ELECTED MEMBERS</b>	<p><b>Full Council</b></p> <ul style="list-style-type: none"> <li>• Approve the Corporate Plan and annual estimates/budget</li> <li>• Formulate the Council's priorities/commitments</li> <li>• Monitor and respond to performance data</li> <li>• Agree service standards and challenge performance of all services</li> </ul>	<p><b>Governance, Resources &amp; Strategy Committee</b></p> <ul style="list-style-type: none"> <li>• Approval of the Performance Improvement Plan</li> <li>• Approval and oversight of financial plans including Medium Term Financial Plan and Capital Development Plan</li> </ul>	<p><b>Performance and Audit Committee</b></p> <ul style="list-style-type: none"> <li>• Scrutinise the Council's performance</li> <li>• Challenge the actions of the Executive Management Team and Heads of Department in managing risk</li> </ul>
<b>SENIOR MANAGERS</b>	<p><b>Executive Management Team (EMT)</b></p> <ul style="list-style-type: none"> <li>• Strategic responsibility for delivery of the Council's priorities/commitments, including monitoring corporate and directorate performance</li> <li>• Deliver the Financial Strategy and detailed efficiencies</li> <li>• Sign off Departmental Business Plans, take a view on service underperformance and manage the Corporate Plan.</li> <li>• Manage Corporate Risks</li> </ul>	<p><b>Heads of Department</b></p> <ul style="list-style-type: none"> <li>• Develop and deliver departmental business plans and budgets and monitor operational performance</li> <li>• Contribute to the Council's corporate priorities/commitments</li> <li>• Monitor departmental budgets and implement efficiencies</li> <li>• Manage departmental and corporate risks</li> <li>• Escalate risks to EMT</li> </ul>	<p><b>Managers</b></p> <ul style="list-style-type: none"> <li>• Deliver business unit or team plans</li> <li>• Support staff to deliver their objectives and manage staff performance</li> <li>• Maintain service budget and implement efficiencies</li> <li>• Escalate risks to Heads of Department</li> <li>• Coordination of staff appraisal processes</li> </ul>
<b>STAFF</b>	<p><b>Performance Team</b></p> <ul style="list-style-type: none"> <li>• Oversee the Performance Management Framework</li> <li>• Coordinate corporate performance reporting</li> <li>• Manage the performance &amp; risk management software</li> </ul>	<p><b>Officers/Managers/Heads of Department - Data Owners</b></p> <ul style="list-style-type: none"> <li>• Provide accurate data and reporting</li> <li>• Raise and manage specific issues regarding performance</li> </ul>	<p><b>All Staff</b></p> <ul style="list-style-type: none"> <li>• Deliver individual objectives</li> <li>• Deliver high levels of customer care</li> <li>• Responsible for personal development and performance</li> <li>• Understand how their work contributes to delivery of Council's priorities and commitments</li> </ul>

## The Council's 10 non negotiables

### 01 NEED

Start with the context of where the Council is going and support it with clearly identified need which demonstrate why we are providing the services we provide.

### 03 SMART

All objectives are SMART (specific, measurable, achievable, realistic, timely). We have linked objectives through Departmental Business Plans, and Business Unit Plans through to Individual Performance/ Development plans which identify clear ownership and accountability of each item.

### 05 RISK

The Council has an up to date risk register which details the significant risks to the achievement of its objectives and measures it can take to reduce or mitigate these risks.

### 07 REVIEW

The Council has robust systems and processes in place to monitor, review and report performance against plans, and risks and this is shared corporately.

### 09 REVISE

Periodically revise/ adjust plans for any emerging issues, significant actions agreed during reviews of performance, and results of benchmarking - plans should be living documents.

### 02 VISION

A vision is a simple, understandable description of the future - it should provide both movement and direction for shaping the culture, processes and structure of the organisation.

### 04 RESOURCES

Objectives reflect agreed resources/budgets profiled across the year, and budget holders monitor their budgets closely providing forecasts and flagging up any potential issues as appropriate.

### 06 PLANNING

The Council has plans in place covering all significant contracts, projects, programmes and partnerships.

### 08 BENCHMARKING

Benchmarking should be used throughout the service planning cycle:

- **Need** - identify areas that are weaker than others.
- **Objectives** - targets based on "what good looks like."
- **Plans** - identifying best practice.
- **Review** - comparing performance to others and regional/national trend.

### 10 MANAGEMENT

Managers at all levels recognise that the effective management of people, finance and risk is critical to effective performance management and is their responsibility.



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