

# The Shropshire Plan

Performance Management Framework



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## Performance Management Framework

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## Introduction

Organisation performance management is about taking action in response to actual performance to make outcomes better than they would otherwise be. 'Shropshire Living the Best Life' is the vision for Shropshire Council with a number of strategic objectives set to achieve this within The Shropshire Plan. We measure the achievement of The Shropshire Plan by monitoring our performance, using key performance indicators (KPI's) to help measure, drive and understand delivery of our strategic objectives and managing our overall financial position (ultimately delivering our outcomes while remaining within our agreed financial budget)

## Shropshire's approach to performance management

Effective performance management at Shropshire Council is enabled through a strong focus on the delivery of the priorities, and strategic objectives with the recognition that services are already subject to a wide range of performance management arrangements including statutory returns, different legal, regulatory or policy frameworks, and partnership working arrangements.

The performance management cycle provides a process of what to aim for and how to do it in the future, it is not just a good measurement system for what we are doing now.

The Performance Management Framework does not seek to add more layers of requirements, measures and targets on top of those already required. It aims to provide a joined-up view across the Council that demonstrates progress using milestones for key deliverables, evidencing impact using performance indicators and targets that set the direction of travel for services with narrative on progress and actions taken to rectify divergence away from targets.

The objective of the performance management framework is to build from the ground up a proactive and collaborative performance management culture at all levels of the Council. This will support improvement on delivery and effective decision making. The focus is on a performance approach that is inherent in everything we do and is a living framework with continual improvement.

Having a clear framework enables each service area to monitor how their actions contribute to the Council's development and demonstrate improved outcomes for Shropshire.

Performance management is underpinned by transparency with levels of service performance, direction of travel and achievement of targets being regularly reported to officers, Members and publicly. Performance dashboards are published on the Council's website enabling data to be made more visually accessible and more frequently available.

## What the Performance Management Framework includes

Following best practice, the Shropshire Performance Management Framework enables the Council to assess its performance across all aspects of its business. Performance Management is underpinned by setting SMART (Specific, Measurable, Achievable, Realistic, Timebound) measures and targets.

Organisational performance management consists of multiple layers of key performance indicators which have a 'Golden Thread' through them linking the strategic vision to personal development plans. A variety of information contributes to this for example:

Activity data – demonstrating service delivery.

Financial data – demonstrating spend against budget.

Trend information – how are we progressing over time.

Benchmarking – how do we compare to a statistically similar local authority.

### Performance Layers

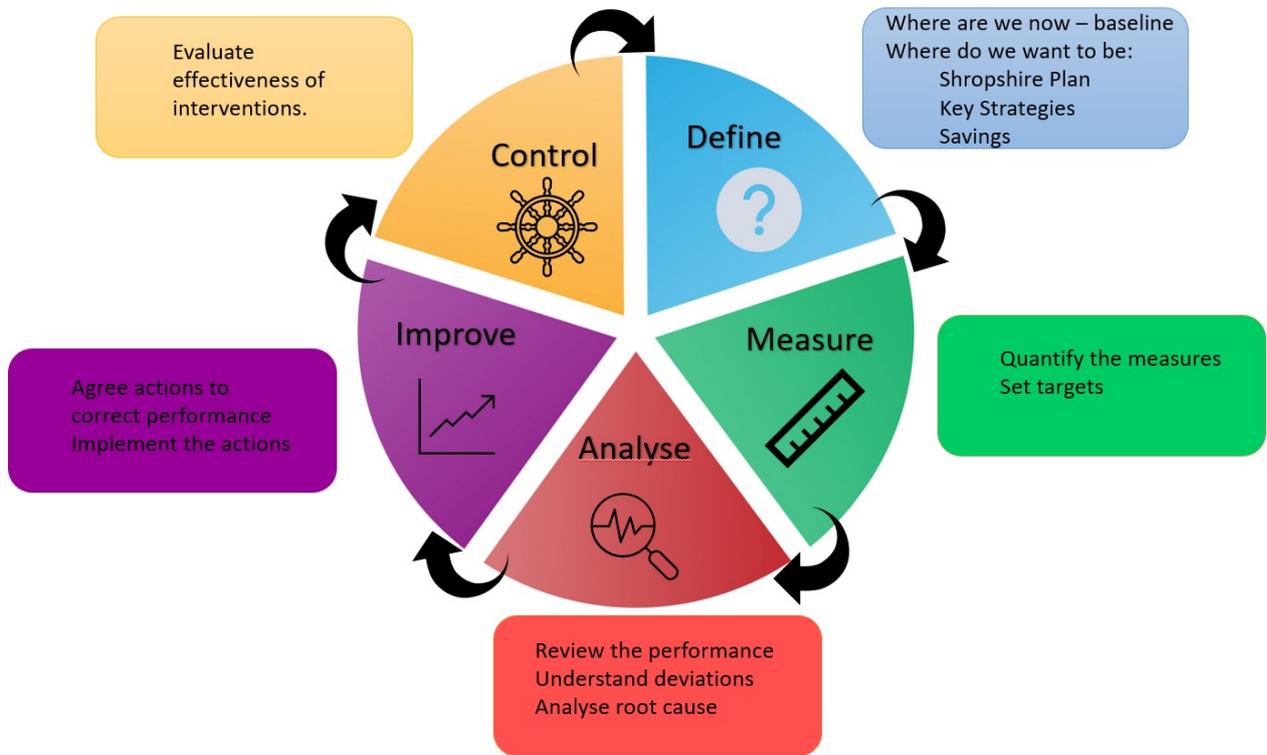


# Evaluating and updating Shropshire’s Performance Management Framework

Managing performance is a continual cycle of improvement and regular review is required with the key to agree actions to correct performance or even whether the measures agreed are still the correct measures if there has been a significant event that may impact the direction of travel.

A baseline of where we are now needs to be established with an agreement of where we want to be. This then commences the cycle of quantifying measures with targets, reviewing performance, benchmarking against others as appropriate, agreeing corrective actions and evaluating effectiveness.

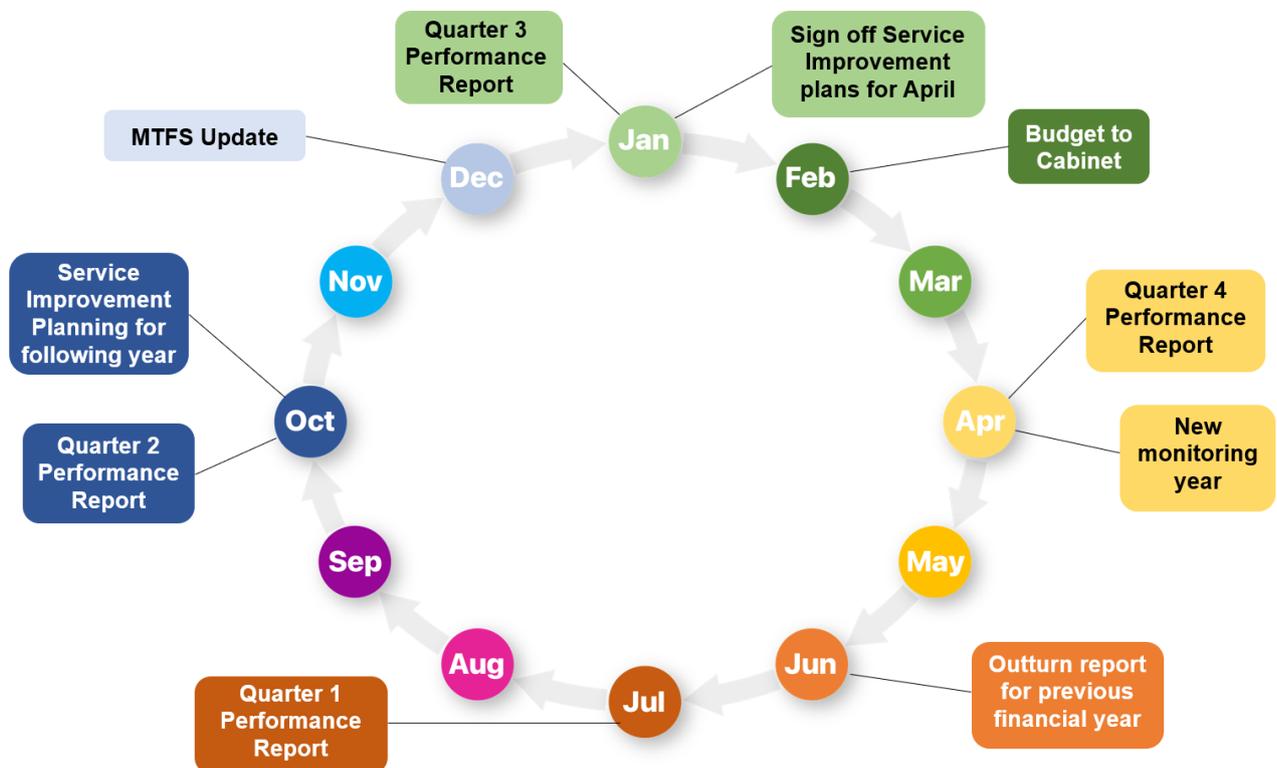
## Review Cycle



## Annual planning cycle

The Council has an annual planning cycle which includes Medium Term Financial Planning and setting the Budget, Service Improvement Planning, and reviewing the PMF and the regular reviews for individual staff members through the PDP process. There are also regular reviews of the Strategic and Operational Risks to the Council.

### Planning Cycle



## Performance reporting

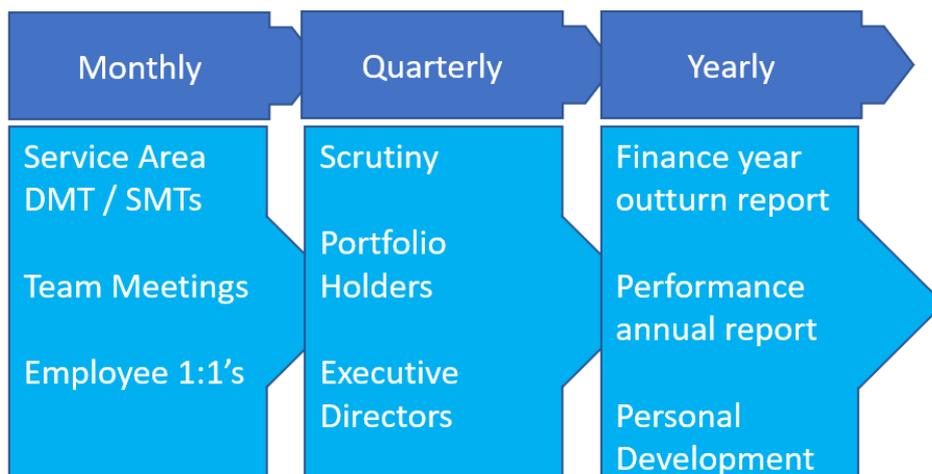
This monitors progress against the Shropshire Plan and Service Improvement Plans. Reporting provides challenge, reviews exceptions quarterly and addresses under or over performance and identifies corrective actions.

Public reporting will be through dashboards available on the Council’s website and through reports to committee meetings held in public. These will primarily reflect the delivery of the priorities in the Shropshire Plan.

Members and officers will be able to self-serve performance information on a more frequent basis as data becomes available and dashboards are updated, rather than waiting for reports to committees. This will enable areas of interest and emerging issues to be identified for more detailed investigation and consideration, possibly as standalone topics for Scrutiny Committee agenda or specific points of focus in quarterly performance reporting. In addition, this more frequently updated information will enable the Council to celebrate successes as they are identified.

Exception reporting to Cabinet will take place quarterly highlighting the actions that are being taken to maintain or improve performance and the progress being made. This will include identifying where performance is exceeding the agreed target. This will be alongside a thematic view looking in more detail at one of the 4 priorities in the Shropshire Plan (the timing of which quarter a priority will be reported will be linked to publication of national data to be used for benchmarking purposes alongside local information).

The Council’s Organisational Performance Dashboard will provide a view of the key performance indicators for the Council, providing a clear and focused view on the progress that the Council is making.



## Governance of Shropshire's Performance Management Framework

Whilst there are specific roles and functions around how Shropshire Council manages performance, the starting point is one of collective responsibility. The following is set within this context.

Chief Executive	Accountable overall for the organisation including performance
Executive Director Resources	Executive Lead for Performance at Shropshire Council
Executive Management Team (EMT)	Strategic responsibility for oversight of delivery of the Council's priorities. Review performance and agree management actions to address under performance in key corporate priorities.
Directorate Management Team (DMT) Members	Responsible for setting objectives, Key Performance Indicators and Targets in their service areas. Responsible for the delivery of the Service Improvement Plans, overseeing the performance of service areas within their remit and contributing to the Council's priorities, and contributing to the setting of the Council's priorities by Elected Members.
Members; Cabinet; Scrutiny Members	Responsible for setting the vision and direction of the Council, approving the Shropshire Plan and Service Delivery Plans, and reviewing and scrutinising performance information on plans and services.
Impact and Progress Performance Management Group	Chaired by the Executive Director Resources, this officer group meets frequently (monthly) to review progress and impact against the Council's KPIs and milestones. Are targets being achieved or exceeded? Action plans to bring back on track. Action logs will be maintained. Escalation to the Executive Management Team (EMT) with proposals to address performance. Outputs from these meetings will inform the quarterly performance reports to Scrutiny and Cabinet.
Performance Management Function	Review key performance targets and performance with DMTs and decide on any adjustments. Highlight good performance and action on areas for improvement at Committees.
Data and Business Intelligence	Making sure the people involved in performance management in the Council can easily enter updates in the digital performance management system, information about performance data, actions and risks and get information out in digital performance dashboards/scorecards and reports that can be easily published.
Citizens and service users/customers	Take part in local elections, local community planning processes and Council surveys, look out for performance reports about the Council in the local press and sign up to the Council's social media for latest updates.



## Supporting Members in the Performance Management roles

We will also ensure Members have the information and skills to carry out their role in monitoring and reviewing performance and we will encourage them to challenge officers robustly on performance. This will be achieved through having clear plans which set out our strategic priorities, well presented dashboards and reports in an easy-to-understand format with accurate and meaningful information focusing on the key performance issues, and the provision of briefings and training on performance management and scrutiny as part of our ongoing programme of development for councillors. We expect members to ask searching questions on performance and on improvement actions, and we commit to providing more detailed analysis where this is required.