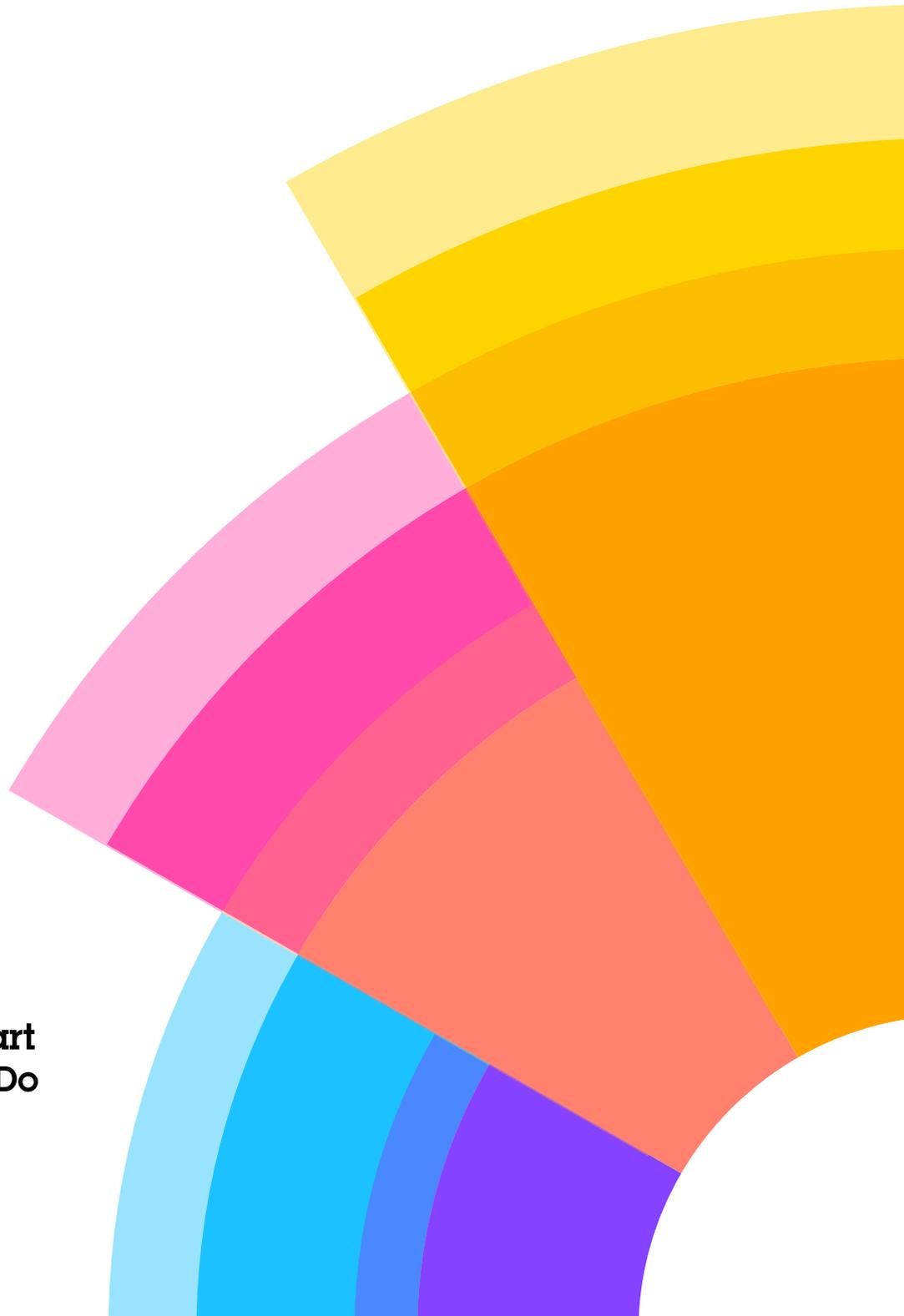


Performance Management Framework 2019/20

**People at the Heart
of Everything We Do**



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SECTION 1

INTRODUCTION

1.1 Effective performance management plays a central role in driving our ambition to become an excellent organisation that puts people at the heart of everything we do. The approach set out in this framework will assist the delivery of improved outcomes for local people. Importantly, the proposals put forward in this framework will also assist local people to hold the council to account.

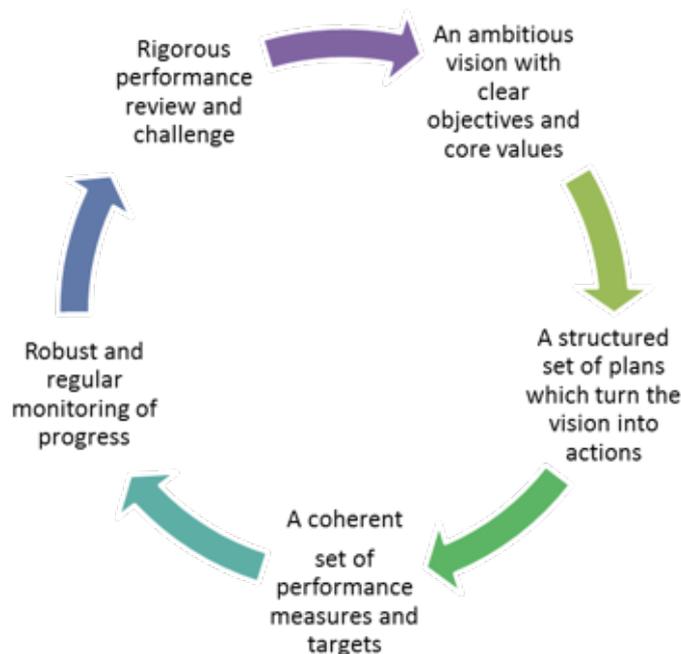
1.2 The council faces complex and wide ranging challenges in a difficult financial context. However, for the first time in nearly a decade, the council has a corporate plan that sets out clear priorities for the organisation.

1.3 This Performance Management Framework (PMF) has been designed to ensure that the council's vision and priorities are translated into clear plans and measurable

outcomes which are appropriately monitored and delivered by officers and elected members. This framework will help us:

- clearly articulate our priorities and desired outcomes
- prioritise what gets done within the resources available
- provide and demonstrate value for money
- provide good services and satisfaction for users and the local community
- improve performance
- motivate and manage our staff

1.4 This PMF sets out corporate expectations for managing performance, which are complemented by related arrangements within council departments and services. The core components of the council's arrangements are summarised in the diagram below:



SECTION 2

2. CLEAR PRIORITIES AND PLANS

Corporate Plan

2.1 The council now has a clear corporate plan which sets out what the council will do in 2019/20 to achieve the administration's vision for Newham. The plan is informed by the pledges set out in the Mayor's manifesto and provides a framework for the council's service plans.

2.2 The key priorities set out in the corporate plan are:

- Bright Futures: supporting children and young people's aspirations, keeping them safe and removing barriers to success
- Building Communities - a housing offer for residents that delivers more genuinely affordable homes in well-designed neighbourhoods
- Community Wealth Building - a strong economy that supports local businesses, nurtures talent and provides opportunities for all
- An Environment for All - an attractive borough which encourages active lifestyles, social integration and civic responsibility
- Quality of Life - improving our health and social care system so it works for Newham residents
- An Efficient and Effective Council: making Newham Council work better for everyone

2.3 Underneath the headline priorities highlighted above, the corporate plan sets out key objectives and actions to be delivered in 2019/20.

Service and Team Plans

2.4 The corporate plan priorities also provide a framework for the council's service plans which have been developed to cover all services of the council. Progress against service plans must be reviewed on at least a six monthly basis by service managers with oversight by Directorate Management Teams (DMTs). Team plans may also be developed depending on the size of the service area.

Other Plans, including Partnership Plans

2.5 Sitting underneath the corporate plan are a series of further plans (e.g. Air Quality Action Plan, Homelessness Reduction Strategy) that support the delivery of key priorities. Whilst lead responsibility may sit within one directorate, activities may cut-across other areas of the council and partner organisations. Although most of the plans are not required by law, a number of them are statutory.

2.6 The relevant lead directorate is responsible for developing these plans and ensuring that they are robust, with proportionate governance and performance management arrangements in place. This might include performance management through an internal or external board or partnership group. Significant actions within these plans, that are the responsibility of the council, must feature in the relevant service plan.

SECTION 2

Performance Development Scheme (PDS)

2.7 Effective performance from every individual is central to providing excellent services. The council recognises the importance of giving all employees clarity in relation to their job role, and their contribution to the council, through setting performance objectives.

2.8 An important part of the council's performance management framework is people management –

attracting and developing staff with the right skills, knowledge and core competencies to deliver excellent services. The starting point for all individual performance management is identifying how each officer's role fits with the wider objectives as set out in the corporate plan, cascading down through service plans to individual workloads.

2.9 Service plans are linked to individual work plans and targets through the council's formal appraisal process. The diagram below indicates the hierarchy of the council's plans and how they fit together. A 'golden thread' runs from the overall vision of the corporate plan through to the individual objectives and targets recorded in each staff member's PDS; as depicted by the diagram below:



SECTION 2

The council's business planning cycle is set out in the diagram below:

4. Winter

- » *Develop new plans, revise measures and targets*
- » *Q3 monitoring (corporate and within directorates)*
- » *PDS six-month reviews.*



1. Spring

- » *Q4 (end of year) monitoring of plans and measures (corporate and within directorates)*
- » *Agree new plans, measures and targets*



2. Summer

- » *Q1 monitoring of plans and measures (corporate and within directorates)*
- » *Annual PDS Review*



3. Autumn

- » *Q2 (six-month) monitoring of plans and measures (corporate and within directorates)*



SECTION 3

3. PERFORMANCE MEASURES

Corporate Plan Performance Measures (the 'top 32')

3.1 In order to help monitor our progress against council priorities, the corporate plan identifies a set of key strategic performance measures. Performance against these 32 indicators is measured on a monthly basis (where possible) with progress considered by the Corporate Management Team and Cabinet on a quarterly basis.

Corporate Performance Measures (the top 244)

3.2 Sitting underneath the 32 corporate plan measures is a wider set of 244 directorate indicators (including the 32); which reflect key measures of importance to the council. CMT considers performance against these measures (on an exception basis) every month. DMTs are expected to review progress on a monthly basis.

3.3 Directors are required to formally discuss performance, against both the corporate plan and the broader set of corporate performance measures, with lead members on at least a quarterly basis.

Service Measures

3.4 In addition, there is a much broader range of performance measures which are monitored by services only. These include indicators which may be part statutory and/or national data returns (that are not captured above) as well as measures within service plans.

3.5 The level, and frequency, of monitoring for such measures is determined by each individual service under the direction of the relevant director / DMT.

Target Setting

3.6 Performance measures should typically have targets attached to support improvement. These targets should be 'SMART': Specific, Measureable, Achievable, Relevant and Time-bound. The council has agreed a set of target setting principles which should inform target-setting. For corporate plan measures, deviation from these principles will need to be agreed by the council's corporate management team and the relevant lead member.

Data Quality

3.7 Effective performance management relies on comprehensive, accurate, timely and reliable data. The council has a responsibility to ensure the integrity of data that is monitored, records and reports. For example, when performance indicators are used, clear definitions must be established with systems available to collect and report the data in an agreed format. This ensures that data is recorded consistently, allowing for comparison over time. The Corporate Performance Team ensures that this is the case for corporate plan ('top 32') and the other corporate measures ('top 244').

3.8 For performance indicator reporting, there is an additional responsibility on those who calculate indicators (and their managers) to ensure that definitions are applied correctly and consistently and that calculations are properly verified.

3.9 The council is developing a Data Quality Policy which will formalise, and enhance, existing arrangements that are in place to deliver on this commitment.

SECTION 4

4. MONITORING, REVIEW AND PERFORMANCE CHALLENGE

Performance Monitoring and Challenge

4.1 The council has in place a range of mechanisms for monitoring, reviewing and challenging its performance. Performance management is a key responsibility of both officers and members as detailed below.

Cabinet

4.2 The Mayor and Cabinet have collective responsibility for council performance. It agrees the corporate plan and formally considers performance on a quarterly basis – focused on the actions and measures within the corporate plan. When required Cabinet will commission the Corporate Management Team, corporate directors or specific services to undertake work to better understand and improve performance. Cabinet may also identify performance issues that maybe suitable for review by Overview and Scrutiny.

Lead Members

4.3 Lead members have political responsibility for performance of the services and outcomes within their remit. To support this, lead members will:

- Hold a formal performance discussion with relevant directors on at least a quarterly basis which includes a focus on:
 - The Corporate Plan – activities and measures
 - Corporate Indicators ('top 244')
- Provide political input into the development and monitoring of the corporate plan, as well as the service plans within their remit

In order to support lead members with the performance challenge role, officers will provide relevant data and supporting information.

Overview and Scrutiny

4.4 Overview and Scrutiny will have access to key performance information, including progress in delivery of the corporate plan and accompanying measures on a quarterly basis. Overview and Scrutiny may opt to undertake specific work, to challenge performance and identify approaches for improvement, including through task and finish groups.

Corporate Management Team

4.5 CMT has collective managerial responsibility for overall council performance. Its role is to provide performance support and challenge across the council. It assesses progress against the corporate plan actions and measures, as well as the 244 corporate measures by exception. It has a key role in taking remedial action and may commission reviews to drive improvement.

SECTION 4

Directorate Management Teams

4.6 Directors must ensure that there are performance management arrangements at a directorate (i.e. DMT) level. Each directorate sets its own performance management arrangements, which must include overseeing the production and six monthly monitoring of service plans as well as monthly monitoring of corporate plan and corporate indicators.

Directors

4.7 Directors have responsibility for ensuring that performance information used for performance management is 'fit for purpose' and reliable. Directors must work with lead members to manage performance, including quarterly meetings with lead members where performance is discussed, including progress against the corporate plan actions, corporate plan measures and corporate indicators. Directors should discuss progress against service plans with lead members on at least a 6 monthly basis.

Service Managers

4.8 Service managers lead the production of service plans and are responsible for the performance management of the plans and measures within their remit. Service managers have the key role of addressing performance issues within their service, escalating to the relevant director and DMT in the first instance where there are emerging issues that cannot be managed.

Summary of performance monitoring and challenge

4.9 The frequency and level of corporate reporting is outlined in the table below:

Monitoring / challenge	Directorate / DMTs	Corporate Management Team (CMT)	Mayor/ Cabinet	Overview & Scrutiny Committee
32 Corporate Plan Measures	Monthly	Quarterly	Quarterly	Quarterly
Corporate Plan Actions	Quarterly	Quarterly	Quarterly	Quarterly
Key Strategies & Plans	To be determined by DMTs	N/A	Lead Member meeting with directors	N/A
244 Corporate Measures	Monthly	Monthly (by exception)	Lead Member meeting with directors	N/A
Service Plans	At least 6 monthly	N/A	Lead Member meeting with directors	N/A

Public Performance Reporting

4.10 It is important that the council publicly reports on its performance in a clear way. Public information will include resident-friendly reporting on a quarterly basis based on the corporate plan and corporate plan measures. Infographics and other illustrative methods will be used to ensure relevant information is presented in an accessible way. The council will also use NewhamMag and the annual council tax leaflet to inform residents of the council's performance.

