

## Purpose of the framework:

To explain how we manage performance in Poole. It applies to all directly managed services of the Council.

Introduction:

Effective performance management at the council will:

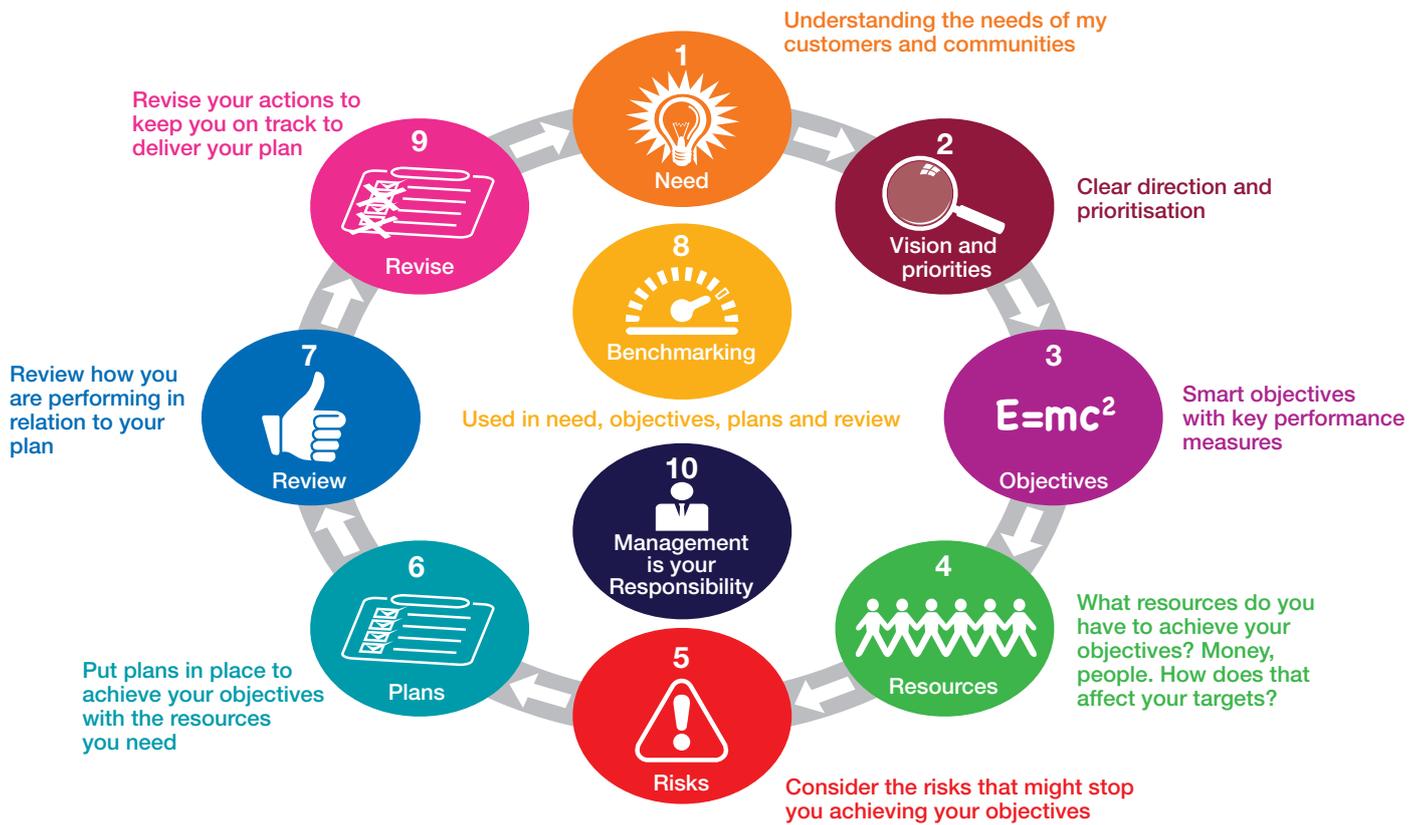
- Ensure our goals are prioritised and that resources are allocated effectively
- Help improve services and outcomes for local people by identifying poor performance and sharing good practice
- Help motivate our staff by ensuring that individuals are aware of their own targets and goals and how these contribute to achieving the council's purpose
- Ensure that significant risks to the achievement of goals are identified and managed
- Provide early warning 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

The management of risks to objectives being achieved is an essential part of performance management. Where performance management focuses on driving the actions required to maximise the probability that 'good things' occur, risk management focuses on driving actions to minimise the probability that 'bad things' occur. This framework should be read with risk management guidance

The Council is committed to promoting increased local transparency and accountability and we want to improve arrangements for public reporting of performance.

## Performance Management Principles:

There is great diversity amongst council services and so there must be some flexibility in how different areas implement their own performance arrangements however, all areas of the council are expected to comply with some key principles and to evidence these in corporate, service unit and team plans:

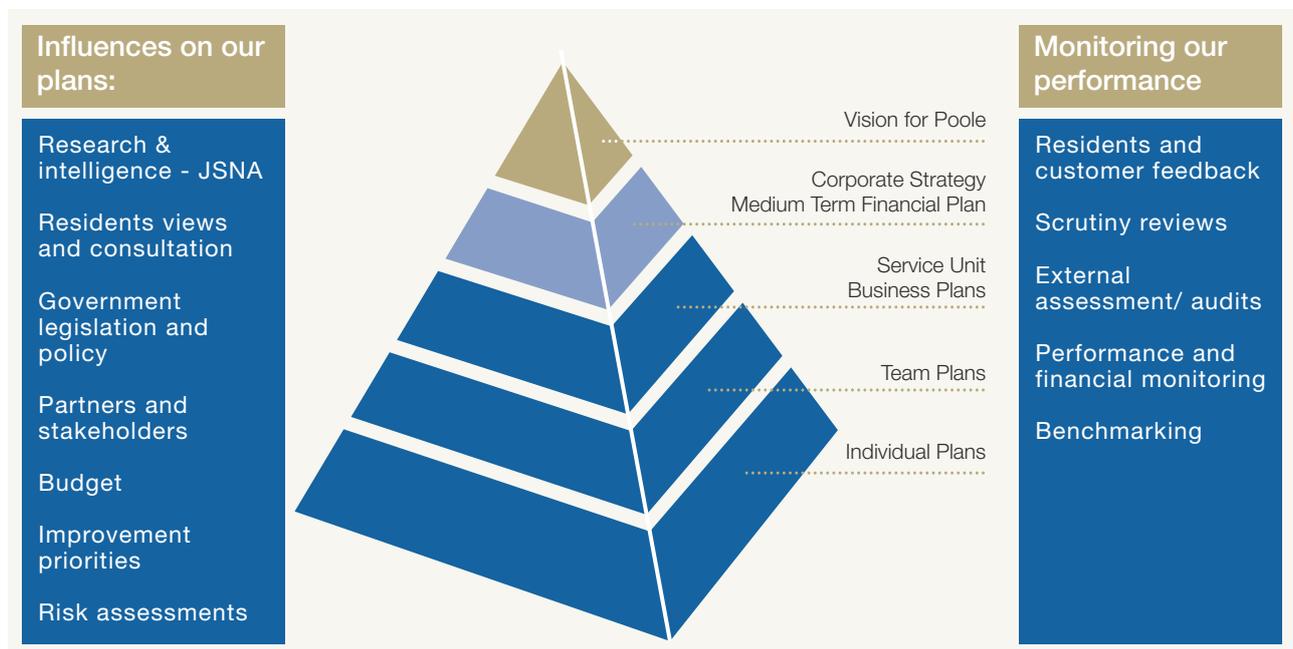


## Planning:

The essential foundation of effective performance management is effective service planning. The purpose of planning is to translate high-level objectives into management action and linked performance measures.

The planning process needs to be undertaken at all levels of the organisation, producing a hierarchy of plans that link together (the Golden Thread), aligning towards the council and its partners achieving the agreed, overall vision for the town.

Pooler Planning structure looks like this:



**Poole’s Sustainable Community Strategy 2010 - 2026** – Harboursing a lifetime of opportunity is produced by Poole Partnership and sets out the partnership’s long term vision for the town and what the partnership aims to do to improve services and quality of life for local people together.

**The Corporate Strategy 2012 – 2015** sets out the medium term priorities of the Council and outcomes it hopes to achieve for the people of Poole.

**The Medium Term Financial Plan** is a 3-year plan which contains the Council’s strategic approach to the management of its finances and presents indicative budgets for the medium term.

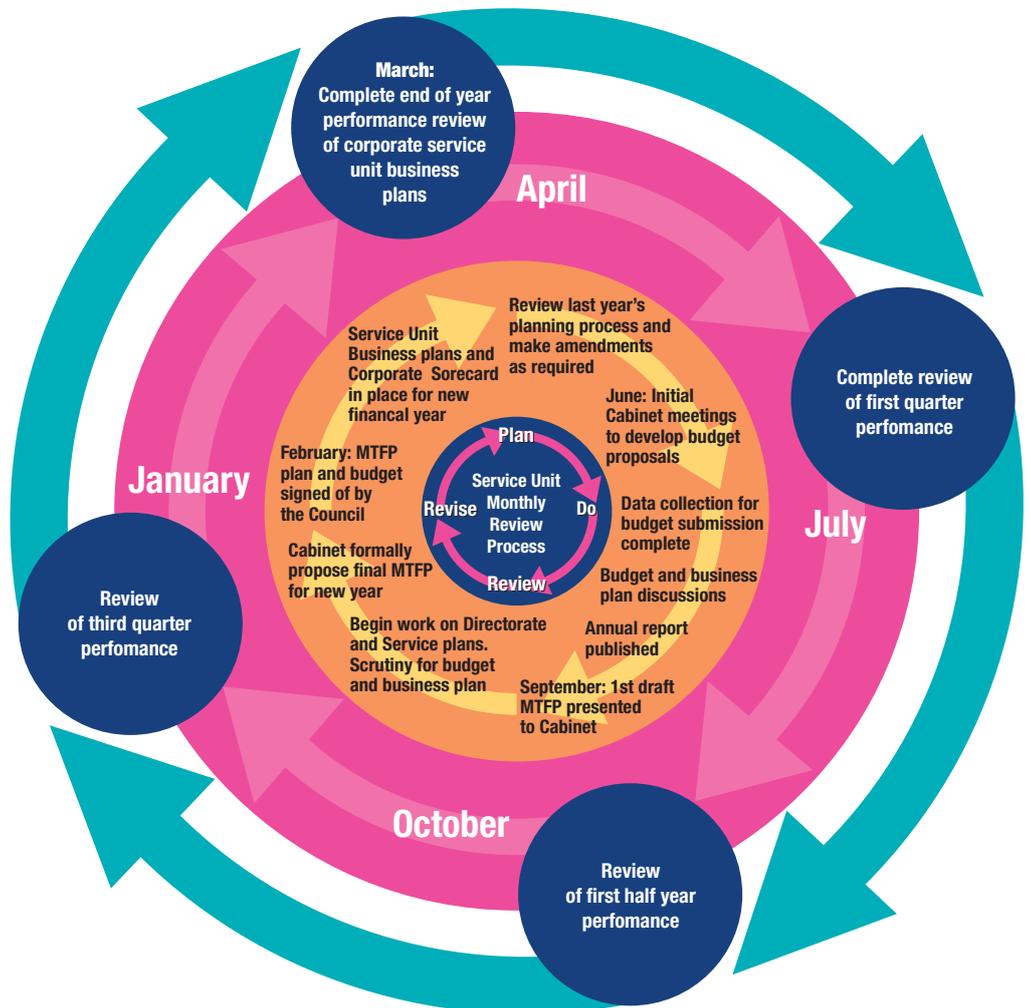
**Service Unit Business plans** are annual plans that provide the operational detail required by SU Heads and their managers to plan and monitor service delivery and performance across the whole service unit.

**Team plans** are plans owned and developed by team managers for taking forward their area of responsibility in the Service Unit business plan

**Individual plans** are annual plans prepared by team managers in Employee Development Interviews.

**Planning and Review Cycle:**

Our business planning takes place annually but in order to respond effectively to the ever changing environment in which we have to deliver services to our customers, planning and reviewing is an iterative process that takes place on a half yearly, quarterly and monthly basis. The key elements of the process are shown in the annual cycle diagram opposite:

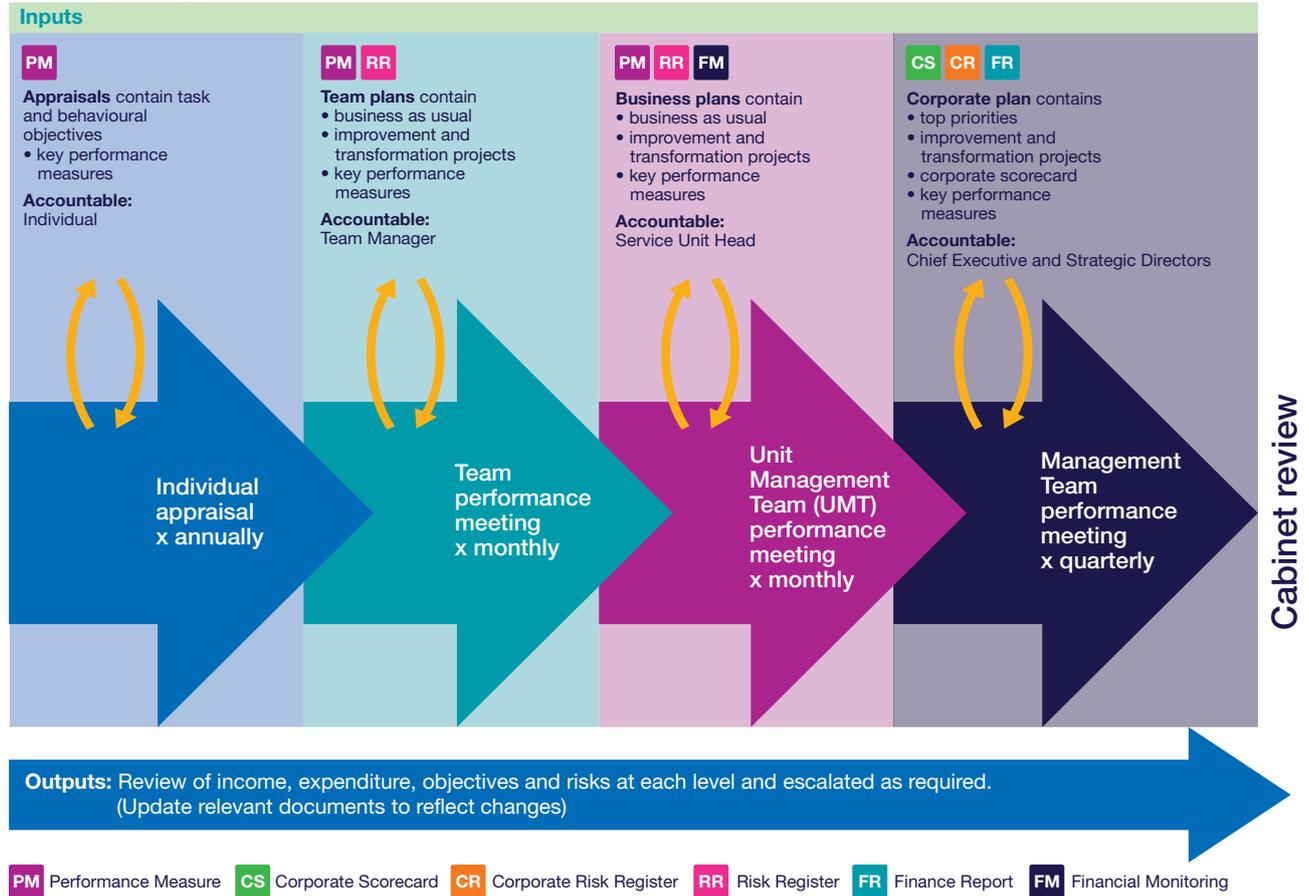


## Roles and Responsibilities

Everyone needs to recognise that they have a role in effective performance management and managers need to oversee correct implementation of the processes set out in this framework.

What is monitored, who by and how often is set out below:

### Roles and responsibilities



## Performance Reporting:

The Council has a responsibility to provide the best possible services for local people and to demonstrate how we are performing and providing value for money in a transparent way.

Half yearly corporate performance reports that demonstrate progress with delivering the priorities expressed in the Corporate Strategy are prepared for Management Team and Cabinet. These are informed by service unit activity, progress with key projects and customer experiences.

The corporate risk register is updated and reported to Management Team and Audit Committee on a quarterly basis.

Monthly Budget reports are presented to Management Team and Cabinet.

All are routinely published on boroughofpoole.com as part of the Committee process.

In addition to Council publications and press releases, Service Units are required to identify and publish real time service level activity and unit cost information at timely intervals on boroughofpoole.com. This will inform the public of the standard of service they can expect and improve openness and public accountability.

### Data quality:

Every stage of the performance and risk management process relies on evidence and data to allow the organisation to make judgements on what Poole's needs are, what its customers' needs are, what it has achieved, and how it compares. It is therefore vital that all this information is founded on high quality, reliable, and timely data, otherwise the judgements that are based upon it are likely to be unsound, potentially rendering the whole process ineffective.

In general terms, every council officer that records data in a council system needs to be aware that they are responsible for, and have an impact upon, data quality.

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.

The council's internal audit service will perform annual spot-checks on performance indicators (especially statutory measures and government returns) to ensure data quality is being maintained, and along with the corporate performance team will offer advice/assistance where necessary.

### Further Information and training:

This policy only outlines the framework within which we manage performance in Poole.

Further information and guidance on how to undertake particular elements of performance management, such as what should go into a business plan, how to develop a performance measure or undertake a risk assessment, how to manage a budget, contract or complaint will be available on the Loop.