Appendix 5: Context: Performance Management Framework and Golden Thread

1.1   There are eight component parts of the council's Performance Management Framework, as shown in this diagram:

1.2   A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach
1 – Business planning and management	- Plans are set at various levels - the council's corporate plan - directorate plans - service plans (where required) - Executive Leadership Team (ELT) in consultation with relevant Committee Chairs develop a key performance indicator (KPI) set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options. - Corporate KPIs are reviewed by cross-party member working group before seeking approval from Policy & Resources Committee (P&R) annually. Performance reports are reviewed at P&R twice a year.

Component	Summary and Performance Management Approach
2 – Risk management	• Through understanding risks, decision-makers are better able to take actions to manage those risks and implement mitigating actions • Strategic Risks are reviewed quarterly at ELT and reported to the relevant service Committee once/year. • Directorate Management Teams review Directorate risks and relevant strategic risks linked to their directorate quarterly. • Risk management framework gets approved by the Audit & Standards Committee annually
3 – Financial management	• The efficient and effective management of council funds to accomplish the objectives of the council • Monthly reviews of actual income and expenditure and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required. • Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly and to P&R regularly.
4 – Customer insight	• Understanding how our customers see and use our services gives us useful information on ways we can improve our performance to deliver improved customer satisfaction in accordance with our Customer Experience Strategy. • Analysis of our customer satisfaction survey results and complaints, compliments and comments along with contact volumes contribute towards the annual Customer Insight report that is reviewed by ELT and Policy & Resources committee and published on the council website.
5 – Modernisation, programmes and projects	• Modernisation is Council's Portfolio of change management programmes/projects which support delivery of Corporate Plan. • Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads corporate programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council. • Programme and Project Boards are responsible for planning, set-up and management of programmes and projects.

6 – People management	• People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers
	• Elements of people management include
	    ○ Staff survey
	    ○ Our people data (workforce statistics)
	• Management across the council receive regular reports to enable them to effectively plan service delivery and identify and

Component	Summary and Performance Management Approach
	resolve skill and staffing gaps to enable delivery of the corporate plan
7 – Health & safety management	• Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
8 – Safeguarding Quality assurance	• Quality assurance includes reviewing our practices in relation to safeguarding vulnerable people. This helps prevent mistakes and gives confidence. Monitoring is through safeguarding audits and quality assurance reports are reviewed quarterly by the relevant service at Service Management Team meetings. Local Safeguarding Children's Broad and Adult's Safeguarding Boards oversee quality assurance in relation to safeguarding.

1.3 The diagram below demonstrates the 'Golden Thread' that links the council's purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.

Outcomes the council want to achieve
4 year review cycle
Corporate Key Performance Indicators

Directorate objectives, actions and KPIs
Annual review cycle

Service objectives, actions and KPIs
Annual review cycle

Team objectives, actions and KPIs
Annual review cycle

Individual actions
6 monthly review

National and local factors
The priorities and expectations of central government, stakeholders and citizens

Corporate Plan
What the council wants to achieve

Directorate Plan
How directorates will meet local priorities

Service Plan
How services will deliver the Directorate Plan

Team Plan
Some services will have individual team plans for specific functions

Performance Development Plan (PDP)
How individual staff will be helping to deliver these outcomes