

FINAL DRAFT Performance Management Framework, 1st December 2015

Rotherham Metropolitan Borough Council

Draft Performance Management Framework

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1. Foreword

1.1 A key sign of a strong, self-confident organisation is one that manages its performance effectively. Performance management should be at the heart of any organisation's drive to secure continuous improvement in delivering quality, efficient, and user-focused services.

1.2 This organisational performance framework describes the means by which we identify our local objectives, cascade them through the organisation and track progress, to ensure elected members and senior leaders are able to adjust priorities and move resources where needed.

1.3 It provides an overview of our performance management arrangements at every level of the organisation. Its purpose is to ensure that everyone understands how we work to improve our services and their own contribution in the delivery of better outcomes for Rotherham people.

2. Principles

2.1 In applying the framework the Council will promote the following performance management principles:

- **Honesty and Transparency**

Performance reports accurately reflect the true picture. They highlight underperformance and identify areas for improvement as well as publicising success. Through this approach the Council encourages informed scrutiny by members and officers and is open to challenge from the public and its partners.

- **Timeliness**

Performance information is available at the right time to support decision making and to ensure that Council services are responsive to the changing needs of the community.

- **Working together**

All employees understand the Council's objectives and everyone knows what is expected of them.

- **Council-wide responsibility**

The responsibility for performance is Council wide. Good council performance comes as a result of high performing teams and individuals, and every member of staff has a responsibility to help the Council to meet its objectives.

3. How will we know it is working

3.1 Our approach to delivering performance management, including the tools and systems we use to track and monitor progress will, overtime, continue to improve and develop alongside the services it supports.

3.2 If successful our framework will ensure;

- We know what's important locally and nationally
- Sets out what we want to improve and how we're going to do it with SMART* plans
- We have strong governance arrangements in place providing confidence in systems underpinning performance reporting
- Proves if we've improved or progressed with timely, accurate and consistent data
- When things go off track we do something about it
- Is linked together through all agencies and levels of plans (golden thread)
- Everyone knows how they contribute
- Proves (or otherwise) if we're delivering quality and value for money to taxpayers and how good we are compared to other areas
- Improves outcomes and life chances of all local people.

**Specific, Measurable, Achievable, Realistic and Timely*

3.3 We will ensure that the systems and processes we rely on to report and achieve better performance are in place and quality assured by regular checks and validation. This includes; systems and data accuracy, sound financial and risk management, HR performance and development policies, and monitoring and scrutiny arrangements.

3.4 Our Council's Local Code of Corporate Governance provides a full set of governance policies and procedures.

4. The Performance Management Cycle

Diagram 1 – The Performance Management Cycle



4.1 Effective performance management is based on a continual process which has the following key elements:

ANALYSE	What are the needs of local people and what are our priorities for the future?
PLAN	How will we meet these needs, deliver our priorities and by when?
DO	Putting our plan into action, delivering our priorities and achieving good outcomes
REVIEW	What has gone well or what could have been better, has there been a difference?

Quality Assurance

4.2 All the elements of the framework are subject to a combination of internal and external quality assurance and audit. Key statutory services will also be supported by a Quality Assurance Framework specific to the regulations and standards of the service. Service delivery should be at least 'good' and all achievements clearly evidenced.

Voice of local people

4.3 The voice of local people and businesses is at the centre of all our work and achieving good performance should not be at the detriment of what is in the best interest of outcomes for individual families, children or adults. Their voice should be evident throughout the cycle and influence how we deliver our services to them.

4.4 The following pages provide further details of each of these key elements of the cycle; analyse, plan, do and review.

5. Analyse

What are the needs of local people and what are our priorities for the future?

5.1 On an ongoing basis, the Council and services gather and analyse a wide range of data and information to understand how effectively the plans are being implemented and whether the Council's ambitions are being achieved. The information collected is used to enable the Authority to better understand the impact of its work on local people, and where necessary target actions and resources to communities of interest and place.

Data Intelligence

5.2 Our [Joint Strategic Needs Assessment \(JSNA\)](#) is the highest level analysis document. On an ongoing basis this looks at the current and future health and care needs of the local population to inform and guide the planning and commissioning (buying) of health, well-being and social care services within the borough.

5.3 In addition there is a wealth of management information and analysis available on specific topics of interest undertaken at borough, community, team and individual customer level.

5.4 By using this evidence and comparing ourselves to other similar authorities or national we can better understand whether we are delivering the right services at the right time.

Participation and engagement of local people

5.5 Participation and engagement of local people in the evaluation and creation of services is in development across the council. By working with us Rotherham people can help ensure we are delivering what matters to them and to a good standard.



5.6 This includes the voice and influence of children and young people in our pursuit of a “Child-centred borough - where our young people are supported by their families and community, and are protected from harm”. This is a key outcome in the Children and Young People’s Improvement Plan (May 2015) and is recognised as key improvement across the council by commissioners.

5.7 During the summer of 2015, the leadership of the Council and the Commissioners, supported by partners, met with people across Rotherham in order to listen to their views and vote on their priorities for the future. The ‘Views from Rotherham’ consultation was based on 27 roadshow sessions as well as the Rotherham Show, ‘Chamber means Business’ event and an online consultation. The feedback received has defined a vision for the Borough and the [‘Views of Rotherham’ consultation report](#) was produced in September 2015.

6. The Council's Corporate Plan

How will we meet these needs, deliver our priorities and by when?

Diagram 2 - Our Planning Framework



6.1 Plans are a vital part of the Performance Management Framework; they set out what we want to improve and how we're going to do it. We will gradually put relevant plans in place at every level of the organisation, providing the critical 'golden thread' to ensure we are working together to achieve our strategic priorities. These plans will only be meaningful if they lead to effective actions which improve life in Rotherham.

6.2 The Corporate Plan is the Council's organisational plan. It sets out our vision and what the Council plans to do in order to deliver against our priorities, and also achieve its contribution to Rotherham's Community Strategy. The Corporate Plan ensures that all parts of the Council are contributing to a shared vision for the Council and the Borough, and that performance can be measured and reported. It takes into consideration the corporate "Fresh Start" Improvement Plan and the Children and Young People's Services Improvement Action Plan, responding to the failings and recommendations identified by external inspections, including Professor Jay's Independent Inquiry into Child Sexual Exploitation in Rotherham, the findings of Louise Casey's Corporate Governance Inspection (CGI), and Ofsted's findings. It also recognises that purposeful partnerships are critical and must be led by the Council, engaging effectively with Rotherham's citizens and businesses. The sister plan to the Corporate Plan is the Medium Term Financial Strategy (MTFS). In order to align the Council's resources with its priorities, the MTFS is used to look ahead over the next three financial years. The main purpose of which is to seek to identify and estimate the resources available over this period and to estimate the resources required. There are a range of specific strategies, e.g. the Housing Strategy and other cross cutting strategies within the organisation, that rely on a range of services from different areas of the council working together to improve services, e.g. the Risk Management Strategy.

6.3 The Corporate Plan Structure will include the following components. Given the scale of work to be done on governance and management structures alongside the key strategic aims of the council, not all these plans will be achieved at once. The Council will gradually be rolling these out.

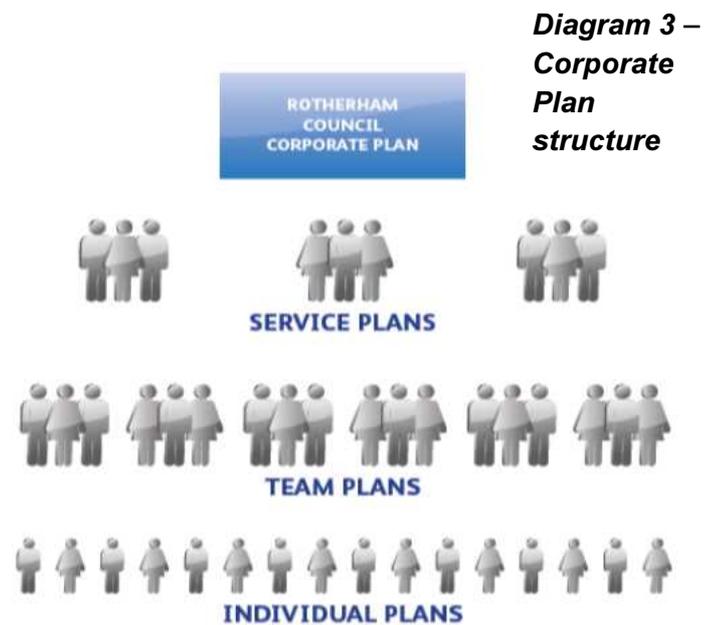
a) The Council’s Vision and Priorities – The citizens of Rotherham were consulted during the summer of 2015 and the Leader announced the proposed vision at the Commissioners’ public meeting in October 2015. See below:

Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share. We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind.

To achieve this as a council we must work in a modern, efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focused relentlessly on the needs of our residents.

To this end we set out four priorities:

- *Every child making the best start in life*
- *Every adult secure, responsible and empowered*
- *A strong community in a clean, safe environment*
- *Extending opportunity, prosperity and planning for the future*



These priorities plus one about a modern efficient council are reflected in the corporate plan.

b) Service plans set out the strategic direction for each key area of the Council (Directorate). The plans demonstrate how each service will contribute towards the delivery of the Corporate Plan, improvements and other strategies.

Services are required to set SMART (Specific, Measurable, Achievable, Realistic, Timely) and challenging objectives and targets within their plans to direct their resources and activities.

c) Team plans will be completed annually by managers. These can be quite simple but will focus on operational activity and developments for their team, ensuring they are linked to the service and organisational priorities

d) Individual plans – Each member of staff will have an individual plan developed through their Performance Development Review which will include their objectives for the next six months or the year. It will clearly show how the member of staff contributes to the priorities and vision of the council and will include their development and training aspirations.

Against each action key indicators and measures of success will be set out with relevant dates by which they will be achieved. These measures can be quantitative or qualitative and are subject to independent validation.

Partnership Plans and Strategies

6.4 Community Strategy – The renewed partnership is in the early stages of developing its strategy (November 2015). It seeks to add value to the organisational plans of the major local public agencies to deliver positive outcomes for the communities of Rotherham and to reflect the priorities of the range of sectors that influence life in Rotherham.

6.5 Other partnership strategies – Our strategic partnerships have a shared commitment to improve outcomes for the people of Rotherham. So in addition to the Community Strategy there are a number of other key partnership strategies, many of which are already in place e.g.:

- **Health and Wellbeing Strategy** – Includes key priorities that the local Health and Wellbeing Board will deliver over the next three years to improve the health and wellbeing of Rotherham people
- **The Way Forward for Rotherham Child Sexual Exploitation Strategy 2015 -18** – The strategy includes three objectives focusing on preventing the exploitation of children, protecting those who are at risk and pursuing offenders and stopping their activity
- **Economic Growth Plan** - Maps out a programme of investment in economic infrastructure and activities over the short, medium and long term.

Diagram 4 – Structure key partnership plans and strategies



7. Do (Delivery)

Putting our plan into action, delivering our priorities and achieving good outcomes”

7.1 Everyone in the organisation is responsible for delivering the tasks outlined to them either individually or as a team through the golden thread of plans. Progress should be measured routinely to identify any barriers or risks for delivery and further action taken to mitigate the problems as they arise. Each plan will have specific reporting and governance arrangements in place appropriate to its position in the hierarchy of plans.

Diagram 5 -The Annual Reporting Wheel



7.2 It will be the responsibility of the Council's most senior managers to ensure that their Directorates and teams are focused on the key corporate plan objectives which they have a role in delivering, as well as on the more operational objectives and service standards which will be in service and team plans.

8. Review

8.1 It will be essential that there are systematic reviews of the target actions and indicators. This will happen at quarterly intervals at SLT for the corporate plan and intervals to be agreed in individual directorates or services for service plans. It is proposed that following the SLT review, there should be a progress report to the whole Cabinet twice yearly. Bearing in mind the current involvement of Commissioners and the all out local elections in May 2016 (as required by central Government), the first suggested reporting to Cabinet and Commissioners is in June 2016 to give the incoming Cabinet a view of where progress is at the point they take up their roles. The expectation will be that individual Cabinet Members and Commissioners will be driving and monitoring the elements of the Corporate Plan for which they are the strategic and political leads. This monitoring will ask the questions:

- *What has gone well or could have been better?*
- *Have actions made a difference?*

8.2 When assessing the impact of our services we must ensure that we utilise the best possible evidence possible to show that we are delivering what is needed, when it is needed, that it is of good quality and that we are improving the services, lives and life chances for Rotherham people of all ages and backgrounds.

8.3 Our evidence should not just focus on the averages for Rotherham overall but should have the ability to drill down to “protected characteristics” as defined by the Equality Act 2010, specific communities, deprived neighbourhoods, or vulnerable groups so that no-one is left behind.

8.4 When services are subject to inspections, inspectors no longer focus simply on data. They triangulate both quantitative and qualitative data. It is therefore essential that we adopt the same approach when reviewing our performance this will enable us to see and understand both our strengths and areas for improvement in ‘the whole’ and be able to ‘know ourselves well’

**Diagram 6 –
Performance
evidence triangle**

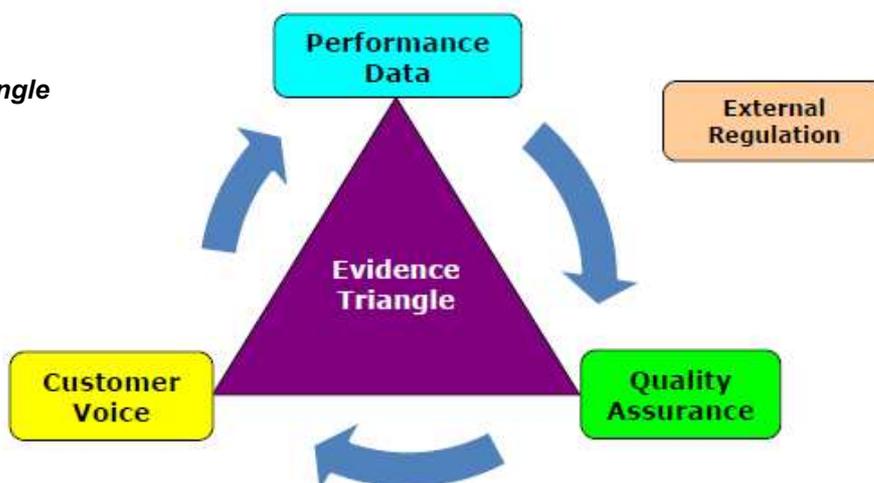


Table 1 – The table below includes examples of each of the evidence triangle components:

Performance Data	Customer Voice	Quality Assurance	External Regulation
<ul style="list-style-type: none"> ■ Performance tables ■ Benchmarking ■ National statutory indicators ■ Local performance indicators ■ Management Information ■ Targets ■ Budget position ■ Workforce 	<ul style="list-style-type: none"> ■ Complaints ■ Compliments ■ Customer journeys ■ Case studies ■ Consultation ■ Surveys ■ Customer inspectors (Young People and Adults) ■ Visioning events ■ Customer engagement activities ■ Mystery shopping ■ Quality and Standards Challenge Group 	<ul style="list-style-type: none"> ■ Annual Governance Statement ■ Service Standards ■ Audits ■ Self-assessments ■ Data validation ■ Multi-Agency Audits ■ Management Oversight ■ Supervisions and 1:1s ■ PDRs ■ Performance reporting ■ Risk Management ■ Performance clinics ■ Members scrutiny ■ Programme and project management 	<ul style="list-style-type: none"> ■ Inspection & Frameworks reports ■ Peer/Sector led evaluations ■ External assessments ■ Regulation monitoring ■ National standards ■ External accreditations ■ Improvement Action plans ■ Progress reporting to the DCLG and DfE

9. Roles and Responsibilities

9.1 Delivering the Council's priorities is everyone's responsibility. However to effectively deliver our Performance Management Framework individuals, based on their role within the organisation have specific roles and duties.

Table 2 – Roles and responsibilities

Commissioners	Executive powers of the Council				
Councillors	Full Council <ul style="list-style-type: none"> Approve the policy framework including the Corporate Plan and budget 	Advisory Cabinet <ul style="list-style-type: none"> Monitor the delivery of the Medium Term Financial Strategy Formulate the Council's priorities Monitor and challenge the performance of all services Agree service standards 	Audit Committee <ul style="list-style-type: none"> Ensure the receipt of Best Value from the Council's resources Approve the Annual Governance Statement 	Standards Committee <ul style="list-style-type: none"> Promote and maintain high standards and conduct Review Council procedures 	Scrutiny <ul style="list-style-type: none"> Scrutinise the Council's performance Hold the Cabinet to account Undertake specific reviews of any identified performance issues
Senior Managers	Strategic Leadership Team (Chief Executive, Strategic Directors and key corporate colleagues) <ul style="list-style-type: none"> Delivery of the Council's Medium Term Financial Strategy and efficiencies Strategic responsibility for delivery of the Council's priorities, including; monitoring performance and managing risks Sign off Service Plans Ensure the relevant governance processes are in place to support performance management 		Assistant Directors <ul style="list-style-type: none"> Sets and monitors service budgets ensuring effective spend Contribute to the Council's corporate priorities Develop and makes sure service plans are implemented in line with corporate objectives Secure and manage resources to deliver Corporate and Service Plans Monitor operational performance Set up systems and teams to improve performance Identify and manages principal risks Certify the existence and effective operation of governance processes 		
Middle Managers	M3 Managers (Service Managers) <ul style="list-style-type: none"> Monitor service budget and implement efficiencies Develop and deliver service plans Provide high level specialist advice and guidance Performance manages teams and individuals and monitors operational performance Identify risks and opportunity in relation to operational objectives and plans Ensure governance arrangements are operating effectively 	M2 Managers (Team Managers) <ul style="list-style-type: none"> Monitor team budget and implement efficiencies Deliver and monitor team plans Support staff to deliver their objectives and manage staff performance Identify risks and opportunities 	M1 Managers (Supervisors) <ul style="list-style-type: none"> Direct responsibility for the full range of supervisory duties, or equivalent practitioner level Performance manage the work of their staff Ensure quality of recording Check work to quality standards Identify risks and opportunities 		
Staff	Performance Team <ul style="list-style-type: none"> Support the development of the Corporate Plan, Service Plans and Performance Management Framework Performance management, monitoring, reporting and benchmarking Project manage a variety of Service Improvements Gather quality assurance of evidence in support of Inspections and service performance assessments 	Risk Management Team <ul style="list-style-type: none"> Responsible for the development of a Risk Management Strategy Support directorates to effectively mitigate against risks Corporate risk management and reporting Publish of annual governance statement 	Indicator and risk accountable owners <ul style="list-style-type: none"> Ensure the availability of accurate and timely data Ensure data validation checks are in place Highlight issues regarding performance and risks Ensure the effective management of risks 	All staff <ul style="list-style-type: none"> Deliver individual objectives Maintain accurate data systems Responsible for personal development and performance Understand how they contribute to the Council's priorities 	

Working with partners

In order to deliver the vision and priorities of Rotherham citizens, the Council must also work effectively with its partners when devising strategies and plans and apply the same standards of performance management when trying to achieve shared outcomes.

As set out in the terms of reference, the central aim of the Rotherham Together Partnership is to “Provide governance and leadership in pursuing partners’ shared priorities for the borough through the delivery of the vision for Rotherham, as articulated in the Rotherham Community Strategy”.

10. A culture of Performance Management

10.1 The longer term aim of the Council is to rebuild a consistent culture of high quality performance management across the Council. It exists in pockets, in some teams and in some individuals but as the high profile reports about the Council have indicated, this type of consistent culture does not currently exist across the whole Council. It can, however, be rebuilt and embedded quickly with the right will and member and officer leadership. This framework is a step forward in this process.

10.2 The types of characteristics you might expect in a performance culture are:

- Clarity about objectives amongst leading Members and officers, well-communicated to the workforce and partners of the Council
- A strong focus on elected members' democratic representation role
- Meeting commitments e.g. production of reports or policy advice to Members, promises to partners and workforce on time and to a high standard reflecting the local, regional and national context of the council
- High standards of customer service by every channel - face to face, digital, by letter and telephone
- Professional standards of management and behaviour
- Well- understood mechanisms of articulating the strengths and weaknesses of services in a transparent way, with improvement plans to reach ever higher standards
- A lack of tolerance for the ill-conceived, shoddy and badly presented
- Consistent and understood mechanisms for staff management including rich and deep appraisal and feedback mechanism, and consistent high quality communications appropriate to the purpose and occasion.

10.3 The Council has been putting in place many of the basic mechanisms to enable the performance culture through its two improvement plans, during 2015/16. As we move forward with the new Chief Executive and Senior Management Team, transitional Commissioner and Cabinet mechanisms and the May 2016 all out local elections, these will be further embedded. However changing culture takes time and the measurements and milestones which measure this performance will similarly need to evolve.

11. A – Z of Performance Management

This glossary below explains some of the key elements of the performance management framework.

Table 3 – Glossary of performance management

Term	Definition
Accountable	Who is responsible for delivery.
Assessment	A written review of how well the service or team is performing. This should use a variety of related indicators and other evidence and where possible have comparisons to other similar councils and any related national standards or inspection grading.
Accreditations	Is the process in which certification of competency is presented.
Audit	An independent review of the evidence to ensure it is accurate and of good quality
Benchmarking	Comparing ourselves to others to help evaluate performance, efficiency of processes and value for money. It is always important in any comparison work that we consider whether the context of that authority or group (see statistical neighbours/comparators).
Case study	Investigation into someone's circumstances and the standard of service received over a period of time.
Competencies	"How we act", and reflect the qualities that we show in day-to-day dealings with our customers, partners and colleagues. They are the "core behaviours" expected of all staff
Compliment	Where someone praises the Council, service or staff member.
Continuous Improvement	No matter how well we are performing we should never be complacent and always strive to do better and improve outcomes for our citizens.
Customer Inspectors	A group of volunteers who support the Council to quality check service delivery and drive forward improvements.
Customer Journey	This is the experience of the customer from first point of contact through to the end of their service.
Data Quality	To ensure the right organisation and service decisions are made the data and information informing them must be of good quality. By this we mean it must be; accurate; valid; reliable; timely; relevant and complete
DCLG	The Department for Communities and Local Government is the UK Government department for communities and local government in England.
DfE	The Department for Education is responsible for education and children's services in England.
Direction of Travel	Has performance improved or declined? Remembering that 'high' figures do not always related to better performance. So on occasion direction of travel can be positive when the data has decreased.
Efficiencies	Ensuring a task or service is completed with the least waste of time and effort
Engagement	<u>Actively</u> participating or being involved

Term	Definition
Equality and Diversity	Plans and strategies should comply with the requirements of the Equality Act 2010 to ensure full consideration has been given to the needs of all people and vulnerable communities. Individuals and communities should not be disadvantaged by virtue of their background or circumstances, and consideration should be given to implementing a consultation plan and an equality impact assessment to reduce or eliminate any detrimental impact.
Evidence	The proof of how we are performing.
Governance	The system checks, process validation and approval mechanisms in place to ensure we are reporting accurately and there is good and clear management oversight
Impact	The difference our work makes for the service users – the “so what?” factor Both quantitative and qualitative evidence can be used to assess this.
Indicators	A measure which helps quantify the achievement of a desired outcome
Key Performance Indicators (KPI)	There can be a large number of indicators available. ‘KPI’s are the lead measures selected as they best represent and demonstrate the impact on the outcome
LGA - Local Government Association	The LGA is a national organisation which seeks to promote better local government; it maintains communication between officers in different local authorities to develop best practice. It also represents the interests of local government to national government and seeks to improve the image and reputation of local government generally.
Local Standards	These are agreed within local policy and outline our expectations of service for our customers. These should, match or preferably be higher than the minimum outlined in National Standards (where applicable)
LSP – Local Strategic Partnership	The LSP brings together representatives from the local statutory, voluntary, community and private sectors to address local problems, allocate funding, and discuss strategies and initiatives
Management Information	Performance measures and data to track day to day operational business. Where possible should have the ability to compare teams and individual staff
Measures	Performance measures are how well a particular service or system is working as opposed to the impact on whole populations – “Management Information”
Mystery shopping	Secret shop of Council services to measure the quality of the services provided.
National Standards	The minimum level of service we are required to delivery based on government guidelines. Where these are not applicable local standards should be set.
Ofsted	The Office for Standards in Education, Children’s Services and Skills. We inspect and regulate services that care for children and young people, and services providing education and skills for learners of all ages
Outcomes	A statement of well-being for our local people. Whether it be children, adults, families or communities
PDR – Performance Development Review	The Council’s approach to planning, tracking and reviewing the performance of individuals and teams at all levels. It is mandatory that all employees receive a full PDR on an annual basis and that these are reviewed at least every 6 months.

Term	Definition
Performance Clinics	When performance is causing concern performance clinics provide a forum to hold the relevant accountable manager to account whilst also providing them support in identifying ways to address any barriers or issues. Clinics are chaired by relevant Directors and may also have involvement from members.
Performance Scorecard	A data table of performance indicators. These can be set at any level of the organisation.
Policy	Policies are clear, simple statements of how your organisation intends to conduct its services, actions or business. They provide a set of guiding principles to help with decision making.
Priorities	The most important things we want to achieve
Programme and project management	Programme management is the process of managing several related projects. Project management is the careful planning, organizing, motivating and controlling resources to achieve specific goals and meet specific success criteria.
Qualitative	Evidence which is not 'number' based such as feedback from service users or inspection/audit recommendations
Quality and Standards Challenge Group	A group of tenants and leaseholders who review and challenges housing customer service standards to makes sure the Council is delivering against them.
Quality Assurance	The process in which we review the standard of our work
Quantitative	Number/Data based evidence
Quarter/ Quarterly	Formal performance reporting follows a 3 monthly (quarterly) reporting schedule based on the financial year. Shown in the annual reporting wheel. 1 st Quarter – April to June 2 nd Quarter – July to September 3 rd Quarter – October to December 4 th Quarter – January to March
RAG Status	When monitoring progress on either plans or performance indicators a colour coded assessment of risk is undertaken against each item to assess whether we are on track to meet our target. This risk status is known by the acronym 'RAG'. Standard definition for this is as follows;- Red – Unlikely to meet target; Amber – Drop in performance but can still be achieved; Green – On track to achieve target
Reporting Year	The standard reporting year follows the financial year and runs from April to March. However there are exceptions to this where due to the nature of indicators they follow a calendar or academic year. This should be clearly stated in any plan or performance scorecard
Risk	The probability of a threat to service delivery or other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through pre-emptive action
Self-Assessment	An assessment or evaluation the Council conducts on itself.
SMART	Acronym for "Specific, Measurable, Achievable, Realistic and Timely". Essential in the development of any plan

Term	Definition
Statistical neighbours/comparators	Authorities which due to the size and similar needs of their population have been grouped together. There are various groupings available which specialise in specific services for example Ofsted for Children's services and CIPFA for finance related measures. It is important when comparing ourselves to others we use the most appropriate group for that service.
Statutory	Something which the Council has to do by law.
Strategy	A high level plan which involves a number of service areas across an organisation.
Surveys	A method of gathering information from individuals.
Targets	Where we want to be and by when. This can be at indicator level or against actions within a delivery plan.
Threshold	The criteria required to meet a specific requirement.
Transparency	Being open and honest both internally and with the public
Validation	Processes to ensure data quality
Value for Money (VfM)	Achieving the maximum benefit from services within resources available. This looks not just the cost of goods and services, but also takes account quality, resource use, fitness for purpose, timeliness and convenience to judge whether or not, when taken together, they constitute good value. Achieving VfM may be described in terms of the 'three Es' - economy, efficiency and effectiveness:
Voice and Influence	Listening to our citizens and customers of all ages and ensuring we take action on their views

12. Conclusion

This description of the performance framework is only the starting point. The new Chief Executive and Strategic Leadership Team will be leading the development of a high performance culture consistently across the Council and there will need to be a detailed implementation plan in terms of gradually working through different stages. However, this Plan is the beginning of the process.

Stella Manzie

Commissioner Managing Director

1st December 2015