



CITY OF LINCOLN COUNCIL

LOCAL PERFORMANCE MANAGEMENT FRAMEWORK

2016-17 to 2019-20

Owner = Principal Policy Officer, Policy Unit

**Initial Framework – May 2011
1st revision - March 2016**

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Document control

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Revision	Originator of change	Date of change	Change description
V1.0	Pat Jukes	March 2011	Initial version
V.1.1	Pat Jukes	March 2016	Updated to reflect current requirements
V 1.2	Pat Jukes	December 2021	Unable to make the strategic changes necessary due to the effects of covid – will review before the end of 2021

Introduction

This document provides simple and quick guidance on the Local Performance Management Framework for the City of Lincoln Council. The framework covers the collection and provision of key strategic data not just for use by Corporate Leadership Group and Members, all performance officers, budget holders and managers should also be aware of its content.

In 2011, central government removed the reporting burden on local authorities, and instead produced a 'single dataset' of information they require to inform their policy making. At the same time the onus was placed on local authorities to select appropriate performance indicators to drive their business and priorities forward and to be accountable to local communities, to ensure they are responding to local needs and that public money is spent wisely and is achieving good value for money. For this latter element, the requirement to be externally audited each year remains in place and re-affirms the necessity to have a performance framework covering all service areas to meet the 'Transparency Agenda'.

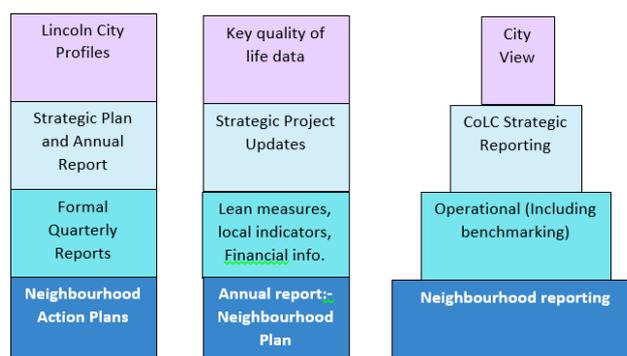
Following these changes a new framework was devised to ensure this accountability is facilitated. This second version of the framework takes the original premise ensuring that it meets the changing environment in which this council operates.

The framework has been developed to streamline strategic performance management and ensure appropriate measures are in place to monitor service performance in a proportionate and timely manner. It recognises the need for the council, in our community leadership role, to have an overview of the health of the city in economic, social and physical terms, as well as to know how we are progressing in meeting priorities set out in the strategic plan.

The information and data collected will help Members and the Corporate Leadership Group to identify and set priorities for the council; will assist Service Managers in planning service delivery to ensure it is fit for purpose and is fundamental to helping the council meet its aspiration to become 'High Performing'.

Tiered approach

The framework adopts a tiered approach, underpinned by the needs of neighbourhoods, and topped by the challenges faced by the city as shown pictorially below. Moving upwards through the four tiers, each level becomes more strategic, with the top tier providing the overview of the city as a whole. With appropriate monitoring of the bottom three levels the linked tiers provides a 'golden thread' running through the framework.



Tier 1 – The City

At this level data provided is city wide and quantifies impacts beyond the remit of the City of Lincoln Council, to give an indication of the health of the city as a whole, and what it is like to live in, work in, run a business in or visit the city.

Reporting at this level will not be performance reporting as such, but instead will be an annual report to the Performance Scrutiny Committee and to Full Council in the form of the **Lincoln City Profile**. This will include detailed profile information from a range of sources covering different agencies, with some analysis and insight on the changes seen over time as well as the likely impact on the city where it can be shown. Its purpose will be to aid prioritisation of resources (by the City Council and other partners) to areas of most need and as such will have no defined performance reporting. However Tier 1 remains key to the overall picture as it will determine which services (and thus which performance measures) are deemed the most important at any time.

It will sit alongside the Lincoln Annual Monitoring Report which is produced in response to the Town and Country Planning (Local Planning) (England) Regulations 2012, Regulation 34. This report covers Housing, the Economy and the Environment in Lincoln.

It will also sit alongside the Lincoln Poverty Profile which looks at specific issues of poverty across the city.

Reports will go to CMT, PSC and Exec for comments before publishing further.

Key documents:

Lincoln City Profile (available on the City of Lincoln Website),
Lincoln Poverty Profile (available on the City of Lincoln Website),
Lincoln Annual Monitoring Report (available on the City of Lincoln Website).

Frequency: Annual

Measures: Nationally available data from a range of sources such as the Census, ONS, LRO and Police data

Audience: Executive, Performance Scrutiny Committee (PSC), Corporate Management Team (CMT), Senior Managers, Partners, businesses, other stakeholders in the city, inspection bodies

Outcomes: A holistic view of the city across all agencies which identifies areas of concern and facilitates the prioritisation of resources across all such agencies, aiding future planning.

Tier 2 – The City of Lincoln Council

This level is the strategic reporting tier for the City Council. The key strategic priorities for the council are set out in the forward looking Strategic Plan, which includes a short term (2 to 3 year) action plan defining all the projects proposed to make progress on each Priority. It is the document that demonstrates our contribution to meeting the overall shared vision for the city.

Reporting against these projects is completed in two ways:

1. The council's Annual Report will cover the progress made each year on all key projects, reporting in a user friendly way designed to appeal to all readers. This also covers a summary of our performance against the strategic measures used by CMT and Executive to manage the council's strategic direction.
2. More formal reports will be taken to Performance Scrutiny Committee and then Executive reporting on progress with each of the individual projects as they start

Internal summary strategic reports are collated to ensure that all aspects of ongoing council work is monitored and reported to Corporate Leadership Group (only).

These include:

- Monthly Strategic Priorities report – an update of the key Strategic activities underway. These may not yet be formal projects, may be in the feasibility stages, or may be projects owned by other partners that we have an interest in
- Quarterly Fit for Purpose Dashboard – a high level strategic summary of all council performance, visually portrayed, including financial status, governance etc

Key documents:

The Strategic Plan and the Strategic Plan Delivery Plan (available on the CoLC website)
The City of Lincoln Council Annual Report (available on the CoLC website)

Reports to Performance Scrutiny (PSC), Community Leadership SC & Executive:

Strategic Plan Implementation Team (SPIT) quarterly report (all capital projects) to PSC
TFS Annual Report (All savings projects and additional income projects) to PSC
Lincoln Anti-Poverty Annual Report (All projects defined within this category) to CLSC
Annual Equality Objectives progress report (E&D Group)
6-monthly remaining projects report (a catch all report for any other SP projects) to PSC

Frequency: A mix of quarterly, 6-monthly and annually as defined above

Measures: At this strategic level we are looking at monitoring what progress is being made against the defined list of projects within the Strategic Plan Delivery Plan.

Audience: Executive, Full Council, CMT, Performance Scrutiny Committee (PSC), managers.

Outcomes: Improving the causal issues and challenges behind each of the Strategic Priorities identified in the Strategic Plan.

Tier 3 – Service delivery and comparison with other local authorities

Tier 3 provides a view of the council's financial and operational performance, measuring financial performance against budget, service performance against past performance trends and for defined key measures against agreed targets. Measures and targets will be agreed within service areas.

Within this tier there are different baskets of indicators used:

A) Formal measures:

All formally reported measures will be held in the on-line real-time IMPS system and updated on a quarterly basis. Data can be seen in total or at Exec Member, Director or Assistant Director level through a series of 'Dashboards'. Formal reporting will cover a defined set of 70 key measures which between them provide data on the key aspects of the most strategic services. Although the focus will be on continuous improvement, with changes in trends over time being the primary trigger for intervention, it has recently been agreed to provide targets for a subset of around 30 measures so that performance can be monitored both against target and against internal trends.

B) Service Specific:

Local service measures will cover the value for money equation which incorporates cost, performance and customer satisfaction. Within these categories, each service will have:

- i) cost measures including performance against budget and unit costs where appropriate;
- ii) performance measures which are likely to cover average time taken, outstanding workload and 'units' completed; and
- iii) customer satisfaction measures which may include internal customers for support services.

These will principally be measures derived from customer expectations for the service area, and provide meaningful data to help customers understand what they should expect. Some measures will be derived from lean systems reviews where they are in place. Performance will be discussed at regular team meetings, with measures reported to DMTs on a quarterly basis.

For both the above levels, formal reporting to CMT, Executive and Performance Scrutiny will be through quarterly reports.

Benchmarking will be used to assess how well the City of Lincoln Council is performing compared to other local authorities. This is an area that will continue to be developed through work with LGInform and other similar bodies. Benchmarking by local authorities is voluntary and therefore there is no guarantee that other similar authorities will be measuring what the City Council wants to measure. Therefore where services are already members of discrete benchmarking groups (such as CIPFA or other professional groups), data will be used.

Financial performance is monitored monthly at DMT's and through formal quarterly reporting to CMT, Performance Scrutiny and Executive. In addition there is a full Annual Financial Accounts Report published, a sub set of which is also published within the Council's Annual Report.

Key documents: Performance and Financial reports to CMT, Performance Scrutiny Committee and Executive (available on the City of Lincoln Council website). CoLC Data Quality Policy and Performance Measures Data Quality Policy
Portfolio benchmarking presentations to Performance Scrutiny

Frequency: Formal reporting is quarterly, PH presentations – each one annually (x6)

Measures: Lean measures, service standards, local measures, financials against budget allocations

Audience: Executive, CMT, Performance Scrutiny, Directorate Management Teams (DMTs), managers

Outcomes: Continuously improving performance against operational measures to confirm improvements in service delivery.

Tier 4 – Neighbourhoods

This is the final tier of the Local Performance Management Framework, but unlike the previous tiers, the purpose of this tier is to report to local neighbourhoods on issues specifically relevant to them. However, the resulting reports could include useful ward level performance data and could help both officers and Members in understanding the needs of local communities and ensure they are reflected in performance at other tiers.

There are currently eight Neighbourhood Areas:-

- North - St Giles, Ermine East and Ermine West
- Central – Abbey, Sincil Bank and Bracebridge
- South – Moorland and Birchwood

Each Neighbourhood has a Neighbourhood Action Plan, owned and monitored by the Neighbourhood Board for the area. Some Neighbourhoods receive pertinent performance information (as in Tier 3), as well as financial information on spend against the locally allocated funding for the Board. (Note this is not the full NW budget). They may request specific information – for example crime reports from the Police. They all receive the annual Neighbourhood report on progress against the programme as a whole.

A small number of relevant volumetric data measures and customer satisfaction measures will be collated and reported to the Boards; these will also be captured in the IMPS system to provide Members with an evidence base of the type and volume of working undertaken in Neighbourhoods and the satisfaction levels of Neighbourhood Boards.

Key documents: Locally agreed reports between service area and neighbourhood. Performance and financial reports to the Boards, plus quarterly monitoring of the Action Plan and a full annual report on the Neighbourhood Plans.

Frequency: As agreed with neighbourhoods

Measures: As agreed with neighbourhoods

Audience: Local residents, Neighbourhood Boards, Neighbourhood Working Teams

Outcomes: As agreed with neighbourhoods

Practical co-ordination

Performance information will be collected by appropriate service areas, with local measures reflecting what managers need to know to plan, develop and deliver the service.

Finances will report all financial information following consultation with Directorates. The Corporate Policy Unit will co-ordinate performance reporting to Members and CMT which will involve:

- (a) Collating all data provided by service areas,
- (b) Producing the Lincoln City Profile and the Lincoln Poverty Profile,
- (c) Publishing the Strategic Plan and Annual Report
- (d) Collating national strategic benchmarking
- (e) Producing quarterly operational reports to CMT, PSC and Executive

Service areas will provide all agreed information and will take the lead in explaining performance issues or achievements at DMT, CMT and to Members. The quality of such data is covered in the Data Quality Policy (for performance measures).

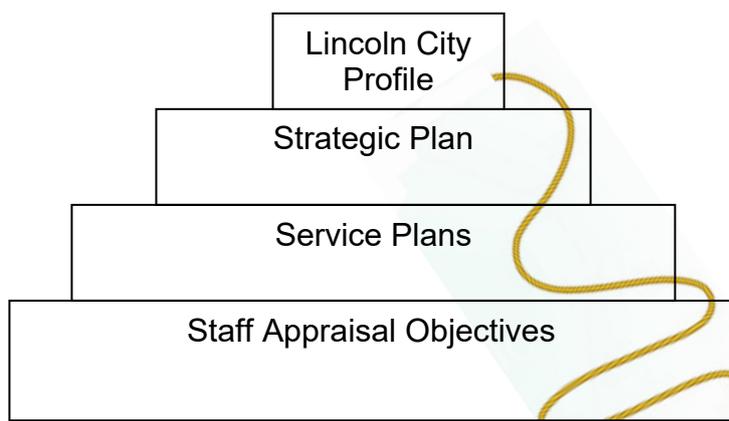
Directorates may themselves require additional information at a lower and more frequent level to meet the needs of running services. This will be collected in addition to this framework. It will be up to managers to ensure that all staff are aware of what performance data is collected for their area, how and by whom.

Corporate Management Team, Performance Scrutiny and Executive will all monitor how well the City Council is doing in different service areas, and in particular focusing attention and resources on areas of apparent under performance. This may require regular reports to CMT for defined periods whilst resolution is sought.

Other performance related links:

Appraisals

Staff appraisals are undertaken annually by line managers and are the key mechanism for ensuring all staff members know what is expected of them in relation to the Strategic Priorities, in managing their workload as well as reviewing their personal development.



Service planning

Service Plans may be created at either Assistant Director level or at Service Manager level – sometimes at both.

The Assistant Director Plan prioritises key activities across the service areas which the AD will champion within their area over the coming year. The Service Managers Plan is a tool for service managers to use in the efficient running of their service areas, and assisting with staff appraisals.

The plans are closely linked to the strategic priorities of the council. CMT will take a view each year on whether the capacity or need exists for both tiers of plan to be produced.

Strategic Plan Implementation Team (SPIT)

SPIT is a sub-group of Corporate Management Team with responsibility for programme managing all strategic projects (those on the capital programme and/or supporting a strategic objective) being undertaken by the council. Chaired by the Chief Finance Officer, other members include selected Assistant Directors and project managers with key projects in the programme. The team report to Members and CMT on a quarterly basis, with a summary annual performance report at year end.

Other Performance reporting outside of this framework

There are several additional performance reports reporting on specific aspects of the council's performance which are not a part of the local performance management framework. These include reporting on the Medium Term Financial Strategy, Treasury Management, Shared Service working, complaints, equality and diversity and risk.

Other useful information

Both Members and officers will need to consider all aspects of performance in the overall context of legislation and the council's adopted policies, ranging from corporate policies, for example on equality and diversity, to specific policies on the services we are committed and legally obliged to deliver, for example Planning. These policies can be found on City People or are available from the appropriate service.

Strategic performance will be captured in the Council's dedicated on-line performance management system – IMPS – accessible through City People for both Members and Officers. Directorates may also keep more detailed information on their own in-house systems.

The quality of performance measure data is covered under a separate Policy – the Corporate Data Quality Policy (June 2015).

Benchmarking data is not universally available, so each Portfolio is presented with a contextual view of data available in the 'market place' at the relevant Performance Scrutiny Committee. This sits alongside performance data from CoLC's own system enabling comparisons to be made.