

Lincoln Performance Management Framework



2025 - 2030

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Introduction

We want to make Lincoln a desirable place to live, work and visit.

Our vision to deliver Lincoln's ambitious future is underpinned by five strategic priorities.

We also have a 'One Council' objective that aims to help us understand and meet the needs of our many customers; embrace digital technologies; deliver excellent and cost effective customer service through multiple channels; and redesign our services so they are efficient, effective and customer-focused.



Effective performance management is essential to the council delivering these priorities and forms a key part of its overall governance framework.

What this document is for

This document sets out how the council defines 'performance management', and how it oversees performance at a strategic, operational and frontline level. It also summarises how the council collects and uses performance data and business intelligence to continually improve and evolve its services, make evidence-based decisions, and influence its partnerships and the services overseen by other organisations in the city.

This Lincoln Performance Management Framework aims to clarify and simplify the systems and processes the council relies upon; to ensure we are delivering high quality services, responding to local needs, and ensuring public money is spent wisely. It builds on the systems and processes we already have and helps us ensure that, when we talk about 'performance', all officers and elected members mean the same thing.

What does good performance management look like?

Good performance management focuses on progress and change and is about more than the static process of monitoring key performance indicators (KPIs) and 'hitting targets'. Solely target-driven approaches to performance management can produce unintended outcomes, focusing on numbers and outturns without understanding how these relate to the outcomes and lives of people in the city.



This new Framework builds on the significant changes the council has already made to managing performance, focusing on making sure we know what happens in our services

and why, so we can make the right decisions to improve these services and deliver the best outcomes for the city.

What is performance management?

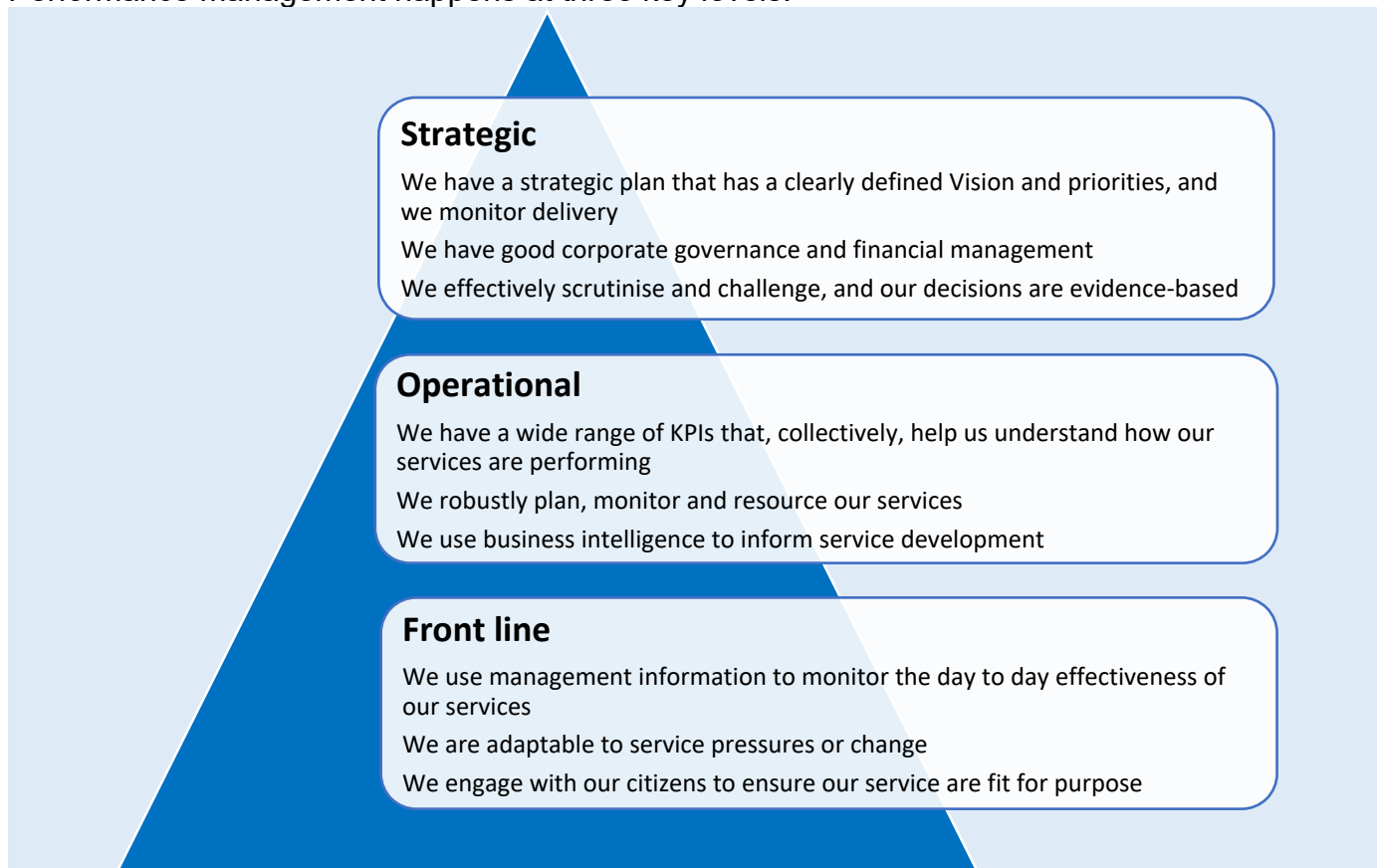
Performance management encompasses multiple elements including processes, techniques, and methods that help us to:

- identify our goals;
- define how we will achieve these goals; and
- decide what we will measure so we know we're making progress.

Performance management is important, and is recognised in legislation and national guidance:

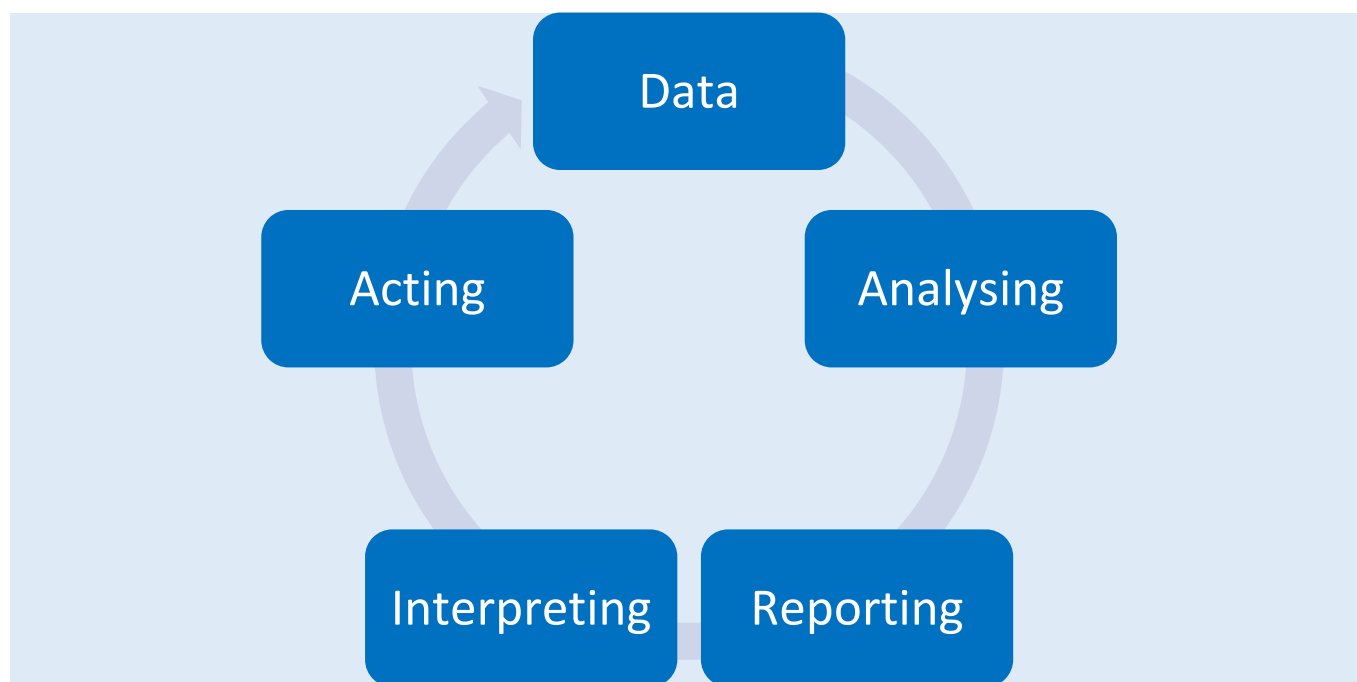
- The Local Government Act (1999) requires council services to be 'responsive to the needs of citizens, high quality and cost effective, and fair and accessible to all who need them'
- Statutory guidance on 'best value duty' (2023) places councils under a general duty to secure continuous improvement in how their functions are exercised based on a combination of economy, efficiency and effectiveness
- The national Regulator of Social Housing introduced a new inspection regime in April 2024, which assesses stock holding local authorities and other social housing providers' compliance with regulatory requirements and reviews their performance.
- The Local Government Association published Performance Management Guides for both elected members and officers in 2022, setting a benchmark for what good performance management looks like in local government.
- On 1st April 2024 the Local Government and Social Care Ombudsman, and the Housing Ombudsman, released their Complaint Handling Codes. Both Codes are aligned and set out the processes that councils and social housing providers must follow to respond to complaints effectively and fairly. The Codes also require organisations to use complaints data and learnings to drive service improvement.

Performance management happens at three key levels:



The performance cycle

Effective performance management helps us to drive performance improvement, whilst simultaneously reporting performance data and other business intelligence. By doing this we can continually review how we are functioning as an organisation, and whether we are delivering on our Vision and priorities.



For this cycle to work effectively, our Performance Management Framework includes the following elements:

- Governance and Strategy
- Understanding our city
- What we measure and why
- Our key performance indicators
- Reporting and accountability
- Data quality and systems
- Data culture
- Continuous improvement





Vision and Priorities

To drive good performance, it's essential we know what our goals are and the actions we plan to take to achieve them. It is also important that we have good decision making structures in place across all council services. We do this by having a strategic plan, which is central to everything we do and is continually monitored to make sure we stay on track.

Our strategic plan sets out what we aim to achieve in the city, and is refreshed every five years. Our next strategic plan is Vision 2030 and has five strategic priorities that, together, aim to make the city a great place to live, work and visit. These are:

- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's drive inclusive, sustainable economic growth
- Let's enhance our remarkable place
- Let's address the challenge of climate change

These priorities, and inward facing priorities, are overseen by the council's Executive members across the portfolios of;

- Climate and Corporate Strategy
- Quality Housing
- Inclusive Economic Growth
- Reducing Inequality
- Remarkable Place
- Customer Experience, Review and Resources

Our Executive members are ultimately responsible for the performance of services and activities within their Portfolio.

Governance

Delivering our priorities requires good governance. This means we put in place effective internal controls to ensure we are doing the right things, in the right way, for the right people, and that we do this in a timely, inclusive, open, honest and accountable manner. It means that we conduct ourselves in accordance with the law and proper standards, and that we safeguard public money by using it economically, efficiently and effectively.

Like all councils we are required to ensure our internal controls comply with CIPFA's "Delivering Good Governance in Local Government Framework 2016". We do this by incorporating CIPFA's seven 'core principles' into our own 'Code of Corporate Governance' ("our Code") and by completing a robust annual self-assessment of how we have complied with our Code. This annual self-assessment is called an 'Annual Governance Statement' (AGS).

Both Core Principle F of CIPFA's framework, and Principle F of our own Code relate to:

"Managing risks and performance through robust internal control and strong public financial management"

Our Code of Corporate Governance and Annual Governance Statement are published on our website.

Our 'golden thread'

Our approach to performance management is a two-way process.

By ensuring our vision and priorities are at the heart of everything we do, we create the conditions to deliver both value for money for our residents and businesses and the capacity to achieve the best outcomes for our city.

Our priorities and their associated programmes, projects and workstreams run throughout our services; from our directorates' annual service plans to our individual employees' objectives. As a large organisation that delivers a broad range of services, this 'golden thread' is vital to making sure our services are aligned; that all parts of the council contribute to delivering our strategic priorities; and we are all working towards the same vision.

It also enables us to make the best use of our data, by promoting the flow of performance information and business intelligence from our front-line services upwards, to support evidence-based decision making by our elected members and senior officers.

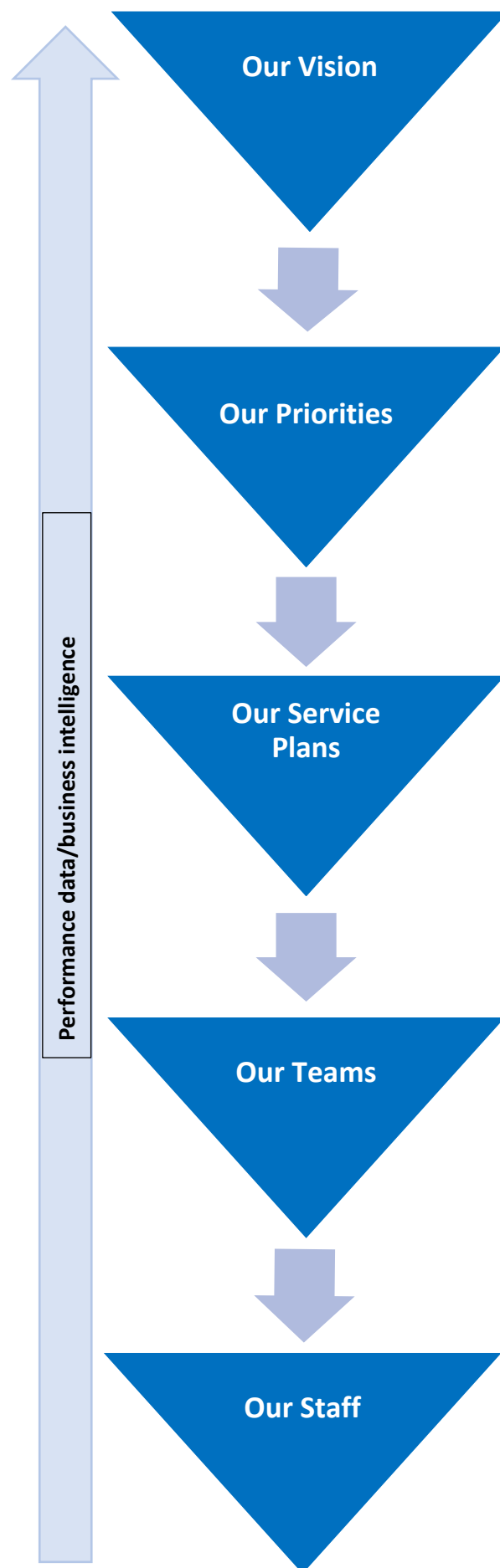
Collectively, this approach means we use all available information about the city and our services to ensure we decide, and deliver, the best combination of strategic priorities that will benefit those who live, work and visit here.

How we collect and interpret information about the city is explained in the next section.

Performance Scrutiny

Our Performance Scrutiny Committee plays an important role in challenging and scrutinising our performance and how this impacts our ability to deliver our Vision and Priorities. This committee regularly scrutinises our performance across a range of topics:

- Financial and treasury management
- Key performance indicators



- Strategic risk register
- Portfolio holders' annual reports
- Customer complaints

We also have a Housing Scrutiny Sub-Committee that scrutinises the performance of all aspects of our landlord services. Included in membership of this sub-committee are representatives from the Lincoln Tenants' Panel, who advocate for the best interests of our tenants and give them a voice on key issues that affect them.

Terms of reference for all our committees can be found in our Constitution.



Understanding our city

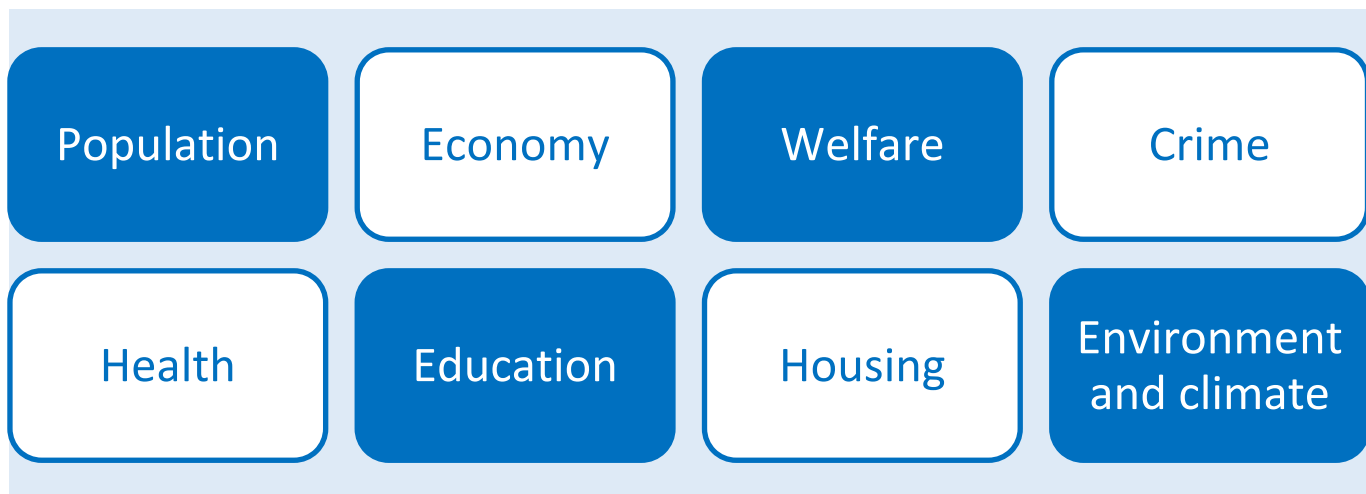
For our performance management to be effective, and to ensure we are focused on the right outcomes, it is important we understand the context in which we are operating. This means we need to understand who lives and works in our city, what and how national and local issues affect the city, and the link between our services and the council's external environment. We do this in a number of ways:

Horizon Scanning

Our senior leadership team, supported by professional officers across our services, maintain up to date knowledge of national and local changes that affect their functions. Executive members are regularly briefed on developments in the services within their Portfolios, and members themselves maintain a keen interest in these areas. This helps to ensure our decisions are relevant and timely, and is reinforced by regular contact with our strategic and statutory partners, with peer organisations, and with the city's Member of Parliament.

Lincoln City Profile

We produce an annual 'Lincoln City Profile', which consolidates and presents a wide range of demographic information from both nationally published sources and the council's own data. More than 140 different datasets are collated every year, across a wide range of categories including:



The datasets within the City Profile enable us to identify trends and predict future changes in the city and is the primary source of demographic data that we use to inform our strategic vision and priorities, as well as many of our service specific strategies and policies. The Profile is also used by our local statutory partners, higher education institutions, third/voluntary sector organisations and the business community to inform their operations.

Our [Lincoln City Profile](#) is available on our website.

Community and customer engagement

It is also important that, whether defining our vision and priorities, or designing or adapting our services, we provide opportunities for our communities and customers to influence what we do. Formal and informal feedback mechanisms enable us to gather valuable information and insights that wouldn't otherwise be recorded but offer a window into how people perceive us, their experiences of the city and what they need from us when accessing our services.

Some of our feedback mechanisms include:

Lincoln Citizens' Panel	Lincoln Tenants' Panel
Neighbourhood/community working and stakeholder groups	Engagement events
Bespoke customer surveys	Complaints and compliments
Partnerships	'Contact Us' Website Social media platforms

Our community and customer engagement methods will continue to evolve over time, and we are committed to making it as simple and effective as possible for people to share their views with us.



What we measure and why

We monitor a broad range of information and functions to make sure we are performing and delivering high quality services that represent value for money. Much of this is monitored through the internal and external audit/assurance process and reviewed annually via our Annual Governance Statement.

Strategic:

Examples of how we monitor performance at a strategic level include:

- How we set our annual budget and manage our finances
- How we procure services from external suppliers, and how effective our contract management arrangements are
- How we manage our programmes and projects
- How we manage our capital assets including our buildings, vehicles, ICT devices and equipment
- Whether our workforce, including support services, are resilient and have the capacity to carry out our functions

We have a network of member-led committees that scrutinise our performance, including our scrutiny committees and the Audit Committee. Details of these governance arrangements are set out in our Annual Governance Statement.

Operational:

Examples of what we measure at an operational level include:

Service plans

Each directorate bases its services around an annual service plan, derived from our Vision and Priorities. Our service plans are the primary means by which we ensure our Vision and Priorities are delivered, and each plan is 'owned' by an Assistant Director. Our Strategic Directors monitor implementation of our service plans and report performance to our Executive and portfolio holders.

Key performance indicators (KPIs)

We monitor a suite of more than 100 corporate operational key performance indicators (KPIs), which provide a vital window into how our services are operating. These KPIs are agreed annually and reported quarterly. The process we use to set our KPIs is explained in the next section.

Frontline:

In addition to our KPIs, each service area also collects and reviews data derived from their day-to-day operations. This 'management information' data includes information such as service volumes, changing demands and customer feedback, and is shared between individuals, teams and service managers. This management information is regularly reported upwards to Assistant and Strategic Directors, and provides opportunities to highlight trends, extraordinary events and changing service demands so these can be considered during decision making.

Some of these performance indicators are also reported to our Corporate Management Team and committees, both to help us improve understanding of our performance, and as a means of ensuring we are complying with the law and proper standards.

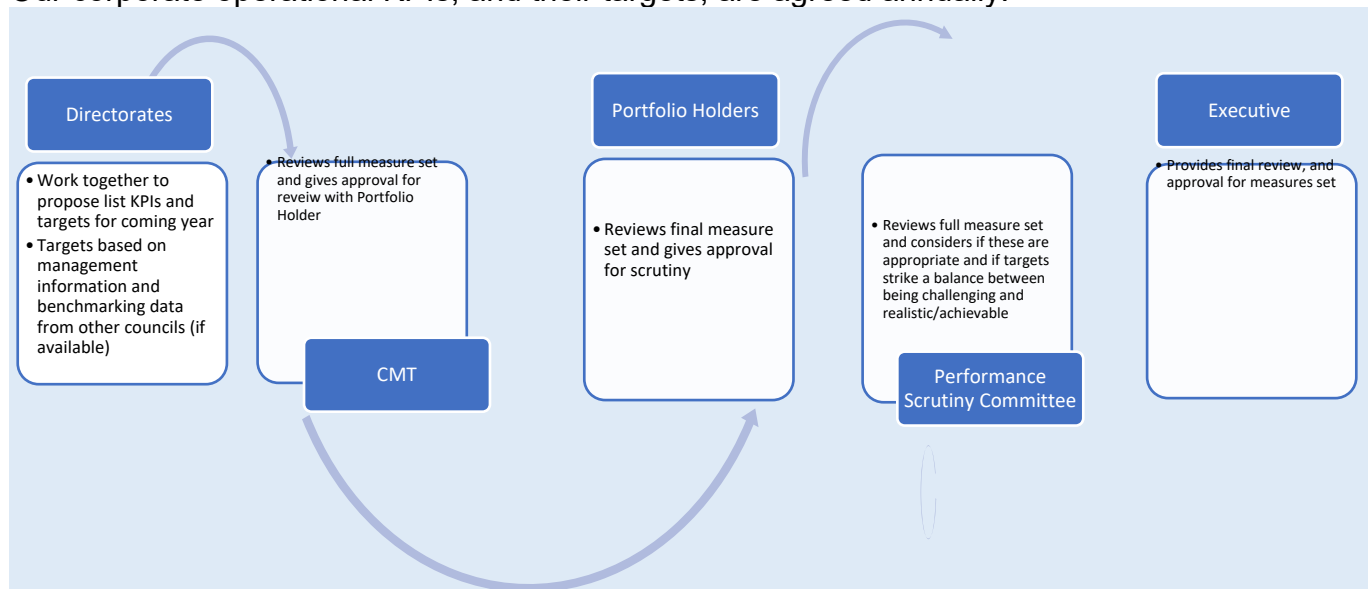


Our key performance indicators

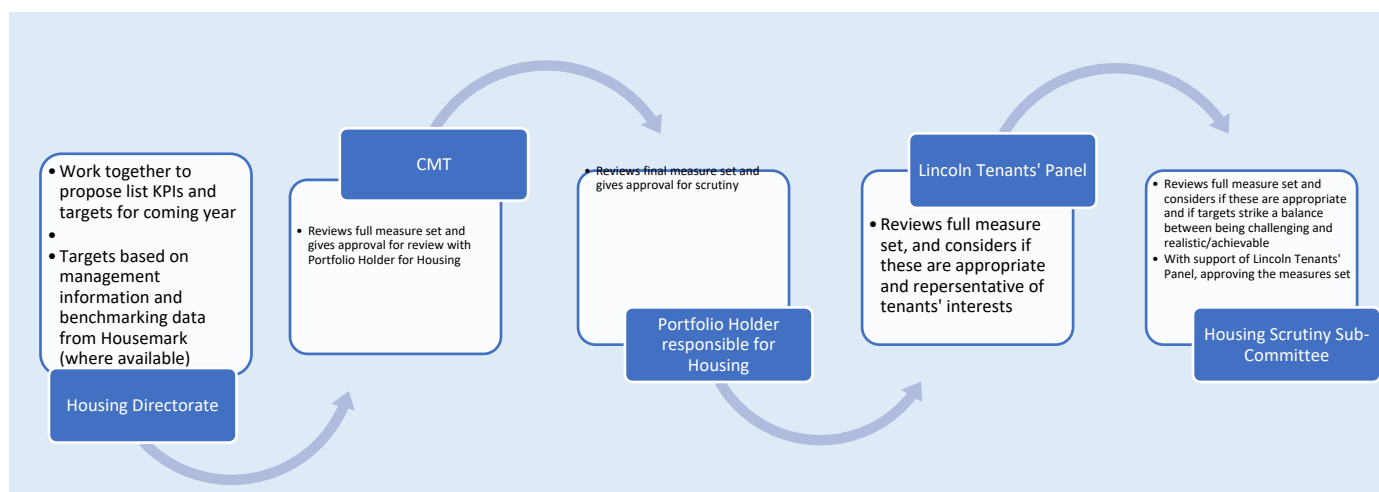
Our Key Performance Indicators (KPIs) are our primary way of monitoring our performance at an operational level.

The target setting process

Our corporate operational KPIs, and their targets, are agreed annually:



The target setting process for our landlord services KPIs is also undertaken annually, but is slightly different:



The process for agreeing the measures set for the following year is completed during the third and fourth quarter of the current year.

The annual target setting reports for the corporate operational KPIs, and for the landlord services KPIs, both contain performance trend information and commentary to explain the rationale for the years' proposed targets.

Presenting performance data

All of our KPIs are either 'targeted' (have a measurable target) or are 'volumetric' (no target).

Corporate operational KPIs

All targeted measures reported to our Performance Scrutiny Committee are given a 'low target' and a 'high target'. Measures performing above target are highlighted 'green'; those performing below target are highlighted 'red'; and those falling within the high/low target range are 'blue'.

To aid interpretation of the performance data, the following is also provided:

- direction-of-travel information so readers can easily understand how performance has changed between quarters
- Commentary for each measure to explain the performance outturns
- A colour coded key so readers can easily identify which portfolio each KPI relates to
- Recent trend data to enable year-on-year and year-to-date performance comparisons

Landlord services KPIs

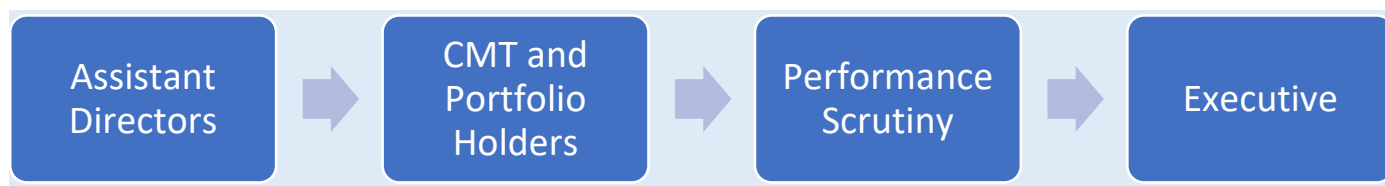
Our landlord services performance data is presented in a similar format to our corporate operational KPI data, with some notable exceptions:

- All targeted measures have one target. For landlord services KPIs that overlap with corporate operational KPIs, the target used is the 'high target'.
- Measures performing close to target are highlighted 'amber'; those performing above target are 'green' and those below are 'red'
- Benchmarking data, derived from Housemark, is provided annually during the fourth quarter.
- All KPIs are derived from our 'Quality Housing' portfolio and therefore a colour coded key is not required
- As all KPIs relate to the same service, detailed commentary on performance is provided in the covering report and not in the performance data table.

Reporting our performance

Corporate operational KPIs

Our quarterly performance monitoring is subject to a well-established reporting process. The following process relates to our core operational KPI set:



This process is open and transparent, and the same quarterly report is used at each stage. Our [quarterly performance reports](#) are publicly available via our website.

Since Quarter 1 of 2024/25 we have presented our corporate operational performance information in the following format:

- Covering report – A brief summary of our performance overall
- Appendix A – A summary of our performance against our corporate operational KPIs, categorised by our five strategic priorities and two inward-looking portfolios. Appendix A also includes qualitative performance information in the form of case studies
- Appendix B – Detailed performance data tables covering all KPIs, including corporate services' and complaints performance data and a Communications update.

Landlord services KPIs

KPIs that relate solely to our landlord services are reported slightly differently to our corporate operational KPIs. This is due to the unique relationship we have with our tenants as their landlord, our separate scrutiny arrangements for these services, and the need for our performance to be presented in a way that is most engaging for our tenants' representatives the Lincoln Tenants Panel:



The format for our landlord services' performance report is:

- Covering report – A detailed overview of performance within the landlord service; and
- Appendix A – Detailed performance data tables for all agreed KPIs.

[Quarterly performance reports](#) for our landlord services are also publicly available, and in consultation with the city's tenants' representative group the Lincoln Tenants' Panel.

Benchmarking

We use benchmarking information to help us understand how our performance, and our city, compare to other local authorities and to assist us in setting appropriate targets for our KPIs.

As the primary urban centre in an otherwise rural county, we acknowledge that many of the city's characteristics, and our service challenges and pressures, differ considerably from our Lincolnshire neighbouring authorities. We therefore find the most useful comparative local authorities, being those who are more similar to us, are further afield.

We use our CIPFA 'nearest neighbour' group when compiling our annual Lincoln City Profile, and when comparing some aspects of our performance. We are also members of Housemark, a national provider of benchmarking information and best practice for social housing landlords, to help us understand how our landlord services compare to other social housing landlords with similar stock size and characteristics to us.

Benchmarking data is also available from a range of other sources, such as through the many statistical returns we provide to Government and through informal benchmarking networks.

We intend to further develop our benchmarking activity in the future, to help us continue to improve our understanding of our performance and support our decision making.



Roles, responsibilities and accountability

A robust performance management framework defines the roles and responsibilities of everyone involved in the process.

Our key roles and responsibilities are:

Responsibilities of committees and elected members

Portfolio Holders	Overall responsibility and political accountability for the running of services and functions within their portfolios, including performance.
Leadership and Executive	Responsibility for approving the council's operational KPI measures set, receiving quarterly operational performance information, and making decisions/undertaking functions in response to this performance information as set out in the Constitution.
Performance Scrutiny	Responsibility for holding the Executive to account, and reviewing and scrutinising all aspects of the council's performance including quarterly monitoring of operational KPIs.
Housing Scrutiny Sub Committee	Responsibility for holding the Executive to account, and reviewing and scrutinising all aspects of the council's landlord services including quarterly monitoring of landlord services KPIs and target setting.
Audit Committee	Responsibility for providing independent assurance to the council of the adequacy of its internal control environment, including governance, financial management and risk management. This includes assurance that its arrangements for performance management are robust and fit for purpose, and monitoring the performance of internal and external audit.

Officers' responsibilities

The following table presents a summary overview of the roles and responsibilities of officers. Additional detail is provided in the Data Quality Guide in Appendix A.

Corporate Management Team (CMT) and Strategic Directors	Responsibility for reviewing strategic and operational performance information, and accountability to elected members for performance within their directorates
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Assistant Directors	Responsibility for the effective operation of their services, and accountability for the accuracy and integrity of KPI data and commentaries
Service Managers and Team Leaders	First line responsibility delivering against their KPI's and checking the accuracy and integrity of KPI data and commentaries, and approving performance data control sheets
Individual staff	Responsibility for ensuring the delivery of the standard of performance set, producing accurate data control sheets, and collecting and inputting accurate KPI data and commentaries into the council's performance information management system (PIMS), in accordance with approved performance data control sheets
Corporate Policy and Improvement Team	Responsibility for implementing the council's performance management framework, and leading council's KPI reporting processes. The team is also responsible for maintaining and administering the performance information management system (PIMS), and providing performance advice and guidance across all directorates.



Data quality and systems

Data quality is central to an effective performance management framework. Accurate, relevant and reliable data is vital to ensuring we:

- Make good decisions
- Have good governance and high assurance
- Deliver value for money by driving service improvement, eliminating waste and allocating resources effectively
- Demonstrate an evidence-based approach to everything we do
- Provide excellent and reliable customer service
- Are trusted by our city, our partners and our stakeholders
- Manage our finances wisely
- Understand how our performance compares to others
- Meet our statutory duties and withstand scrutiny and external audit and inspection
- Have credibility

Performance Information Management System (PIMS)

We use a custom-built Performance Information Management System (PIMS) to record and retain our KPI data. This system is administered by our Corporate Policy and Transformation Team, and ensures we have a robust and auditable record of all our KPIs including those that are no longer in use.

Data Quality

Our Data Quality Guide sets out how we ensure all data entered into PIMS is relevant, accurate, complete, valid, timely and reliable. This Data Quality Guide is attached as 'Appendix A' to this framework.

To maximise the quality of our data, all our KPIs are accompanied by a control sheet that sets out how outturns for the measure are calculated. These are prepared by individual staff responsible for data collection and entry into PIMS, and approved by service managers and team leaders. All control sheets are reviewed annually, and up to date versions stored in the council's corporate 'Netconsent' document control system.

Like all organisations we are reliant on ICT systems to run and monitor our services. Some of our current ICT systems are now quite old and there are barriers with some systems to integrating and automating our data. We are currently reviewing our ICT Strategy, and undergoing a large scale ICT replacement programme to ensure our infrastructure is fit for our current and future service needs. As we replace our current systems we intend to streamline how we collect, interpret and present our performance data by taking all available opportunities to automate. These capabilities will be given high importance as we procure these system replacements. Until this replacement programme is complete, and to ensure compliance with our Data Quality Guide, we will continue to use procedure notes to support staff with extracting data from older systems in a consistent way.



Good performance management focuses on progress and change and is about more than the static process of monitoring key performance indicators (KPIs) and 'hitting targets'. This framework aims to reinforce a culture of openness, where performance data and business intelligence are used in positive ways.

A positive performance culture

Target driven approaches are useful when assessing performance, however they are most effective when they are part of a wider, more holistic approach. Performance models can produce undesirable outcomes when based solely on achieving targets, which can mislead decision makers by making performance look better than it is. This could be by:

- setting targets too low, so they are easier to achieve
- falsifying or omitting data to make performance look more favourable
- selecting KPIs that are easier to achieve, yet do not provide a true window into how services are operating
- Narrowing focus by engaging in activities like 'gaming' and cherry-picking (the source of the phrase 'what gets measured gets done')

By fostering a culture of openness, curiosity and enquiry we view our performance as part of a wider system, enabling us to share ideas and experiences to help us improve how we work. Having a 'no blame' culture creates a learning environment where staff, elected members and stakeholders can better understand what our data is really telling us. We also encourage full disclosure of data across the council, improving the integrity and credibility of our performance information.

What our performance is (and isn't) telling us

Some performance measures tell us more than others, and our approach to quarterly reporting of our KPIs focuses on helping the reader understand what this means in practice.

Some performance data, for example, provides insight into how a service is 'performing', whereas others tell us more about a service's external environment. Demands for our services are ever increasing, and changes in customer demands and other service pressures can significantly impact our performance data.

Performance data is most powerful when combined with other forms of business intelligence, such as what we produce in our Lincoln City Profile. By taking care to communicate our performance to decision makers in this more holistic way, we aim to drive performance by encouraging a range of steps, including process re-engineering and reviewing our resources, to generate better outcomes for the city and people who live, work and visit here. The commentaries that accompany our KPIs encourage service areas to fully understand and explain reasons for underperformance, providing a starting point for assistant directors and service managers to tackle areas of underperformance within their services.



Continuous improvement

This framework is the product of a period of enhancements to our performance management approach. However we acknowledge that there remain opportunities to further improve.

The following action plan summarises some of these improvement areas, and when we hope to deliver these:

Action	By who	By when
Engage with key stakeholder groups, such as the Lincoln Tenants' Panel, earlier in the annual target setting process so they have more opportunity to influence how we measure performance		
Enhance how we visualise and present performance information and business intelligence, by investing in digital solutions such as PowerBI that enable us to gain better insights from our data		
Invest in automating data inputs into our PIMS system, to further increase our capacity to tackle areas of underperformance		



APPENDIX A: Data Quality Guide

Introduction

Data quality is essential to effective performance management. This Data Quality Guide sets out the key principles that apply to collecting and recording performance data, including the key performance measures data held in the City of Lincoln Performance Information Management System (PIMS).

Objectives

The objectives of this guide are to achieve:

- **Good governance and leadership** - clear leadership on data quality from elected members and senior management drives understanding of the need for good data quality.
- **Fit for Purpose Data** – clear communication achieving good quality data is vital, resulting in efficient and well documented systems for collecting and reporting.
- **A workforce that understands and values the importance of accurate and meaningful data** – people who are supported with maintaining data quality will help us uphold these standards, ensuring they have the skills, information and resources they need and understand how they contribute.
- **Reporting and using data** – only performance data and business intelligence that is of good quality can be used to improve service performance, and it is essential that data we publish is credible and withstands scrutiny.

Key data quality principles:

Relevance	<ul style="list-style-type: none">• Suitable for use in decision making• Presented in a clear, understandable way• Presented at an appropriate geographical level
Accuracy	<ul style="list-style-type: none">• COUNT principle ('Count Once and Use Numerous Times')• One agreed data source, captured as close as possible to source• Accuracy proportionate to cost and effort
Completeness	<ul style="list-style-type: none">• Full range of data• Triangulated where relevant• Benchmarked/contextualised where possible
Validity	<ul style="list-style-type: none">• Data clearly defined• Calculations and methodology defined• Recorded in compliance with any other requirements• Use of proxy data
Timeliness	<ul style="list-style-type: none">• Appropriate time period covered• Presented without undue delay• Reported at appropriate frequency
Reliability	<ul style="list-style-type: none">• Consistency of data collection• Electronic as far as possible

Ensuring our data is accurate

Data collection and requirements should be designed with simplicity in mind, including minimising the need for manual data cleansing, matching and consolidation. Wherever possible, performance measure data should be automated. If automation is not possible, it should ideally be drawn from one source/system. These approaches help to ensure data is 'right first time', and is easier and quicker to collect, report and interpret. It also supports consistency of data collection, by reducing variances of approach between staff.

When procuring new ICT systems, automated data collection should be included in any procurement specification in support of these aims.

Verification

Where possible a verification procedure will exist close to the point of data input. Service managers will be responsible for making sure this verification occurs, and for 'sense checking' their service areas' data; if it doesn't look right, it probably isn't.

The type of verification used will be proportionate to the type of performance data being collected and the method of collection. Examples of verification include:

- Reviewing the data against service expectations

- Checking data cleansing (such as removing duplicates) has been completed
- Repeating the running of system reports
- Auditing or 'dip testing' a sample of data to check its accuracy
- Auditing or 'dip testing' third party data, if the data is provided by a contractor

Data inaccuracies can be minimised by checking data throughout the collection process, and we recommend a multi-tiered approach:

- Team should check the data they collect twice before submitting it to their service manager
- Service managers verify the data prior to submission to Assistant and Strategic Directors (as set out above)
- Assistant Directors may request additional checks to satisfy themselves that processes are being followed
- The Corporate Policy and Transformation team will undertake basic checks on corporate operational KPIs when compiling the quarterly report, and will report any suspected anomalies to their respective service areas
- The Internal Audit team may check accuracy of any service area's data as part of the internal audit programme
- The council's performance information management system (PIMS) contains current and historic data on all operational performance measures, both current and retired, so there is a fully auditable log of performance over time.

Ensuring our data is fit for purpose

KPIs are vital to helping us understand how our services are operating, however they are only useful if they are well designed. Performance measures should:

- Be aligned to our strategic priorities and/or our statutory duties
- Be selected on the basis that they provide a true window into our services, rather than simply being easy to achieve
- Where relevant, be focused on the customer journey/outcomes
- Be simple and cost effective to collect and report
- Be clearly defined, with supporting information if necessary, so others understand exactly what is being measured.

What do our KPIs tell us?

Our operational KPIs usually tell us one of the following:

- How a service is performing; or
- The scale of demands/pressures on a service

It is important to understand what type of data is being collected. There are three main types of performance data:

- Inputs – this is the simplest type of data to collect and report. It is usually one-dimensional 'activity' data, that relates to the initial stage(s) of our internal business processes. Examples include the number of complaints/ service requests/ benefit claims received by a service. Input data therefore usually tells us most about the demands/ pressures on a service.
- Outputs – output data is more likely to tell us how a service is performing, and like input data is usually simple to collect and report provided that ICT systems are used consistently and in accordance with our business processes. Output data is best described as 'delivery'

data, and examples include the number of complaints/ service requests/ benefit claims processed within target.

- Outcomes – Outcome data isn't as easily quantifiable and is therefore difficult to collect and report. It measures the 'change' or 'impact' of a culmination of inputs and outputs over time. Examples could include how the health of a population changes over a period of several years, or how implementation of a strategy has changed life in the city over its lifespan. It is recommended that KPIs do not seek to measure outcomes; these are better defined and monitored by our Vision and Priorities.

Ensuring our approach to data complies with good information governance

All data will be collected, processed and retained in accordance with our Information Governance and Data Protection Policies. A complete list of these policies, which are reviewed regularly, is contained in our Code of Corporate Governance.

More services are now delivered in partnership with other organisations, and some will involve the sharing of data. All partners are required to have sound governance arrangements in place, such as information sharing agreements or service level agreements. We undertake an annual assurance review of our partnerships to ensure we meet these requirements.

Ensuring roles and responsibilities are clear

Responsibility for data quality is apportioned within the council as follows:

Data Quality Champion – Chief Executive and Town Clerk
<ul style="list-style-type: none">• Overall strategic responsibility for data quality
Corporate Management Team – Portfolio Holder for Customer Experience, Review and Resources
<ul style="list-style-type: none">• Lead Member for data quality through Portfolio Holder role
Responsible Director – Assistant Director Transformation and Strategic Development:
<ul style="list-style-type: none">• Ultimate responsibility for any published reports.

Assistant Directors – Data Owners

- The Responsible Officer
- Approving the information provided – especially the quality of the commentary
- Ensuring the data is verified on a regular basis
- Ensuring requirements of the Data Quality Guidance are adhered to
- Accountable for performance information in performance DMTs
- Presenting information to Members as part of Portfolio Holder sessions or at Performance Scrutiny Committee

Service Managers/Team Leaders – Data Collectors

- Ensuring the provision of data for their service area measures
- Checking the information prior to submission
- Provide good quality contextual information for each measure (commentary)
- First point of contact for specific, more detailed queries.
- Ensuring procedure notes are in place and staff appropriately trained to input correctly and make any necessary calculations
- Undertake role of responsible officer for data quality (see page 6 of policy)

Policy and Service Improvement

- Collating Directorate information for the performance DMT
- Make Service Areas aware of the deadlines for data entry
- Prepare and distribute Control Sheets for new measures
- Chase up any missing background/ supporting data/commentary
- Provide an additional check of the data provided
- Present and report data to Members and Corporate Management Team quarterly
- Liaise with Internal Audit and provide them with any information needed.
- Maintenance of the PIMS performance system

Internal Audit

- Review KPIs during audits to review their purpose and provide assurance on their accuracy.

Ensuring our workforce has the right skills and training

Data quality is everyone's responsibility, and this should be reflected in all job descriptions and included in objectives within the Staff Appraisal and one-to-one processes. The extent to which this is done will be based the responsibilities set out in the preceding section.

All staff receive appropriate induction training on handling data, and training will be provided by the Corporate Policy and Service Improvement Team to staff whose roles involve use of the PIMS system. This Data Quality Guide, and Lincoln Performance Management Framework, also provide a source of advice and practical support for officers involved in performance management.