Performance Framework

Context

Norfolk County Council continues to operate in a period of unprecedented challenges, with increases in demand for services, the rise in the cost of living and goods and the need to close significant budget gaps over the coming years.

Performance is therefore key in assuring ourselves that we continue to strive towards the achievement of our Strategic Outcomes, as set out in Better Together, for Norfolk, and against the backdrop of the aforementioned pressures. It remains vital that we continue to provide the best outcomes and opportunities for our residents, their families, and businesses in Norfolk.

The Framework lays out our approach and expectations against the following areas:

- Performance Framework Principles
- Performance Governance
- Performance Management Culture
- Vital Signs measurement, reporting, target setting and trend analysis
- Performance Reporting Cycle

Performance management across Norfolk County Council (NCC) is varied in nature. Some departments follow a consistent regular structured review, whilst other departments follow a less structured approach. The aim of this proposal is to ensure performance follows a consistent and standardised approach across all departments and allows for corporate oversight of performance management.

This framework is built around 5 pillars

ACCOUNTABILITY

ASSURANCE

TRANSPARENCY

QUALITY

VALUE

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1. Corporate governance is the means by which we direct, manage and lead the organisation. It involves setting and implementing the strategy and acts as a mechanism to supervise the work and services that we provide to those in our communities.

2. As an Management Team, we are responsible for setting and modelling organisational culture and being accountable to the Council, staff, members, communities and one another.

3. It is intended that this renewed drive will support good governance and will define where accountability lies through the organisation. It shall set out the performance values and culture we expect, which will evolve over time. It will act as a mechanism to provide Executive Directors with the right tools, data and evidence base to help them to shape the conversation around performance, to define relationships to performance and to determine the responsibilities of all staff in their collective influence towards good practice and attainment of the Organisational Strategic goals.

4. Openness and accountability matter at every level of the organisation. Good governance in a performance context is about having a clear focus on what is taking place across Departments and by those who act on their behalf. Ownership of performance will be stronger if a collaborative approach is taken both from a Leadership and Workforce perspective.

Honesty

Openess

Respect

Reliability

Recognition

Permission to challenge

Accountability

CHALLENGE

Shared purpose/goals

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Key Performance Areas to be developed

Part of the review has been to identify key areas to explore and develop in coming months, as follows:

Suitable IT solution
For Performance Measurement, Monitoring and Reporting, including re-design of existing Vital Signs Dashboard to include Quarterly Performance overview.

Performance Governance Framework
Which outlines the Performance culture, performance management expectations, Performance management Organisation Design, Reporting expectations Timescales

Data Assurance
Which confirms how far we're assured that our data is of quality, accurate and reflects the reality of our measured performance. This will be about shaping practice within to Departments to assure themselves of their Data Management Practices

Performance Assurance & Reporting
Assurance of data trends and anomalies, Reporting frequency, template update to include organisational view of performance and delivery against key projects/workstreams and Corporate Delivery Plan Updates

Performance Culture
Working with EDs and Performance Leads to establish what culture means for us in this space and building it into performance governance framework

Performance Organisational Design
Performance Management structure across the Council, including where authority and decision making sits and where collaborative thinking should take place

Performance Measurement & Vital Signs development,
Focusing on how KPIs are agreed, scoping data source, baselining, links to strategy, budget, agreeing measurement points, target setting

Data Insights and Analytics
Establish the role in analytics in performance management, what insights can be used to inform context in quarterly reports, business planning etc. Establishing analytical capability to support IT solution Development, SPC trend analysis or other viable statistical methodologies