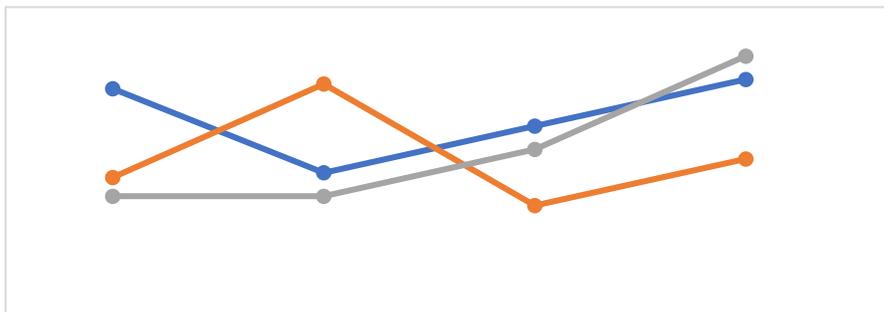




# Performance Management Framework



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## Purpose of this framework

- To describe how we communicate, align and execute our organisational strategy to deliver the two councils' priorities
- To set out the core measures used to gauge how well the organisation is executing their goals and objectives.
- To provide the principles both councils use to help achieve high levels of success and efficiency.
- To establish the systems, structures and supporting arrangements to identify and respond to performance issues and drive continuous improvement.
- To ensure we focus on *outcomes* that improve the quality of life for people in Eastbourne Borough and Lewes District rather than focusing on *measures*.
- To ensure performance management encompasses all facets of the organisation and everybody can contribute to improvement of the service we provide.

It will help us achieve the following objectives:



# Three stages of Performance Management

Performance management consists of three stages: planning, check-in, and review. Each of the three stages are critical for high performance.

## 1. Planning

Planning involves assessing previous performance and setting achievable but stretching targets and goals. Each team or sector will set their own deliverables specific to the tasks they cover. To best implement the strategy, it is important to clarify with the individuals who undertake the tasks to ensure everybody is on the same page.



## 2. Check-in

To ensure performance is being met consistently, periodic reviews and/or check-ins should be arranged to address any areas of need. This is more important than ever, with the organisation having many people hybrid/home working. A check-in is an opportunity to assess if targets are attainable and if the target is being far exceeded or missed, we should evaluate 'what good looks like'. Though targets are set, these should be somewhat dynamic and appropriately changed for the given circumstances. Check-ins also creates a culture of communication and allows not only managers but employees a chance to discuss their performance.

## 3. Review

On a cyclical basis a review or performance appraisal should be conducted. An employee's overall performance will be assessed and discussed. Performance appraisal meetings should be focussed on employee development and how teams and management can work together to achieve greater performance. The review or appraisal should not be based only on improvement but positive accomplishments and challenges also. Providing the check-ins have been conducted, nothing

discussed should come as a surprise, however the review will be a more formal and structured discussion.

## Our Vision, Principles & Strategic Priorities

Our core vision:

*At Lewes and Eastbourne we aspire to deliver outstanding customer service and provide our communities with a great place to live, work and enjoy*

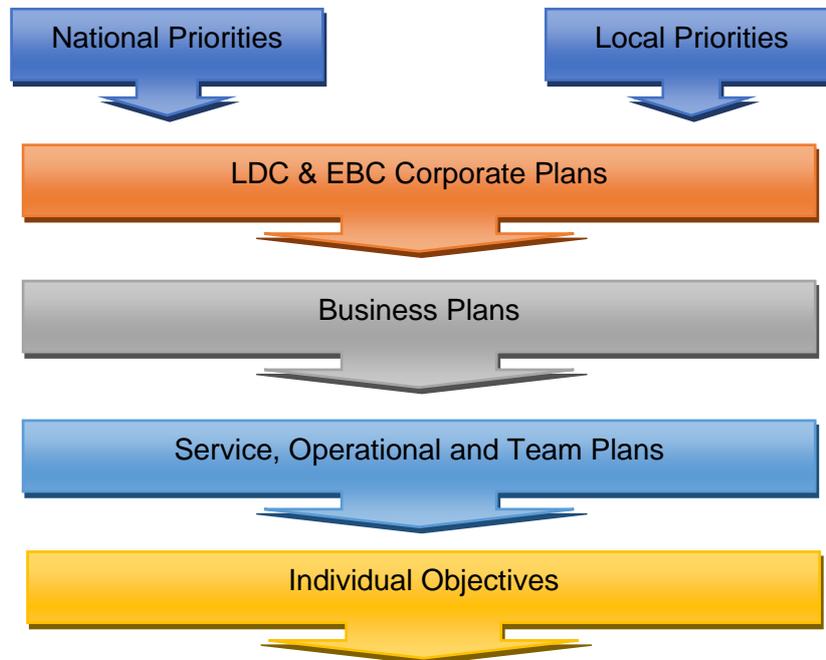
Based on this, a list of strategic priorities has been developed: priorities which matter most to our citizens, based on the councils plans. These priorities set a clear agenda on how the council want to enhance our services, which in turn will improve the offering to our citizens and visitors. This framework will enable us to deliver our local priorities, align policies and processes to a consistent vision and deliver appropriate solutions.

Our work towards our vision and priorities is underpinned by core principles



## Golden thread for planning our work

The diagram below demonstrates the 'Golden Thread' that links the councils' visions through to shared strategic priorities, down to services delivered at the frontline of the organisation.



### How the 'golden thread' is applied

**Corporate Planning** – plans are composed and cover a four-year period which sets out the council's vision, priorities and high-level actions and projects.

**Business Planning** - the overarching plans around the core strategic work of the council - coordinated by the specialist Leads in liaison with the Heads of Service.

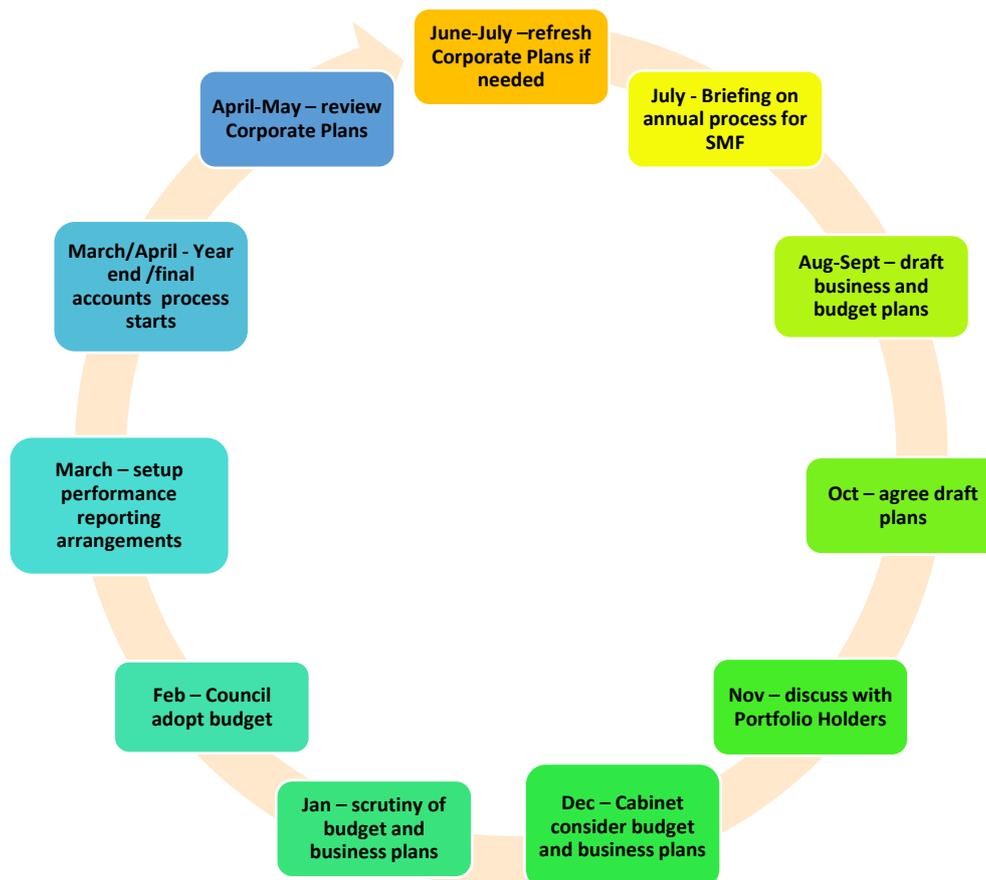
**Service Planning & Operational Planning** - service specific plans, managed by Heads of Service. These are the cornerstones of effective performance management. They translate the theme plans into service targets, aligning with finance, workforce development and risk issues.

**Individual Plans** - individual plans translate service plans objectives into practical working measures and targets for all members of staff within both councils. They

ensure that all employees understand their contribution and accountability towards meeting Theme Priorities.

## Planning Timetable

The diagram below sets out the key timescales in respect of the business planning tasks



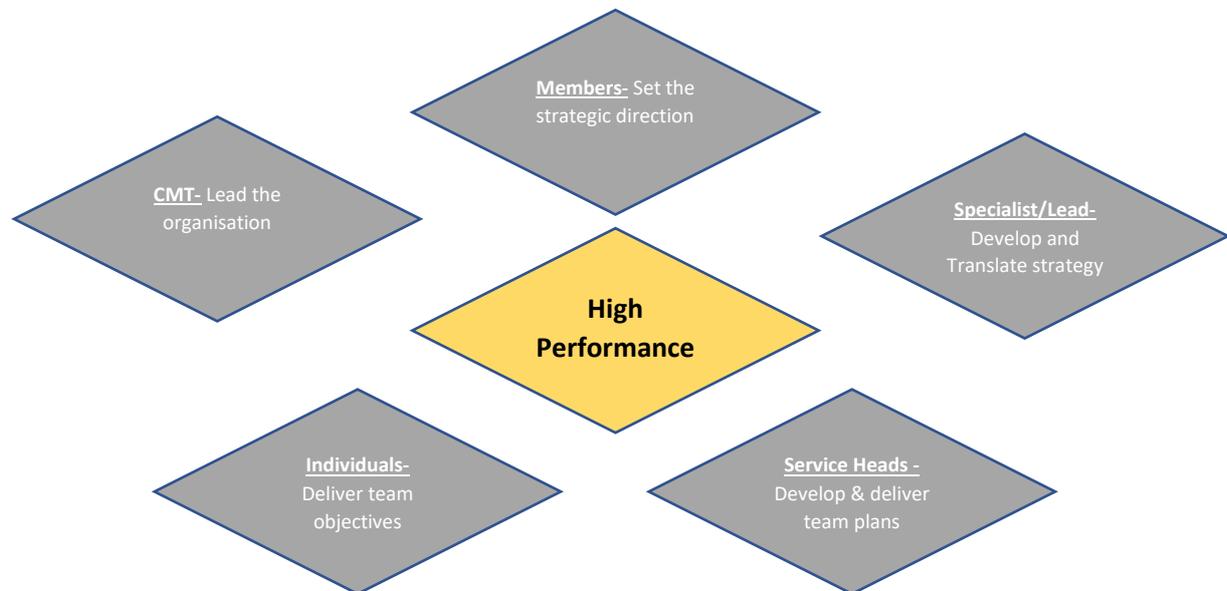
## Feedback

A crucial part of performance reporting is receiving feedback. Both internal and external feedback is a great source of information, helping us improve the service we provide. This could be in the form of both surveys and complaints. As a council we should also be acknowledging individuals, teams and systems when we receive compliments or positive feedback.

Complaints can be a rich source of information and a first-hand opinion on our service. We need to have a robust complaints system, both when receiving feedback and implementing change. Complaints need to be analysed and tracked to monitor performance/progress.

## Roles & Responsibilities

Everybody within the organisation has a pivotal role in effective performance management. Managers have a responsibility to implement a performance culture and structure within the team, assisting staff in performance.



## Performance Reporting

We have a responsibility to provide the best possible services for our customers and to demonstrate how we are performing and providing value for money in a transparent way.

**Quarterly Corporate Performance Reports** that demonstrate progress with delivering the priorities expressed in corporate plans are prepared for CMT and Cabinets. These are informed by service unit activity and progress with key performance indicators, programmes and projects.

**Budget Reports** are delivered to Cabinet at the same time as performance reports.

**Corporate Projects** are reported to Cabinet through the Corporate Projects portfolio report. CMT receive a monthly update.

In addition, service managers use performance data to manage service delivery and operations.

## Corporate Reporting Cycle



## Data Quality

All staff that input, store, retrieve or otherwise manage data are responsible for ensuring that it is of the highest quality. The Data Protection Act 2018 (DPA) and the six principles of the General Data Protection Regulation (GDPR) must be complied with. All data used should reflect the following characteristics: accurate, up to date, adequate, relevant, valid, reliable, complete and not kept for longer than necessary.

Not only do we have a legal obligation to do so, but good quality information is also essential for sound decision making at every level. The integrity and quality of the information being input, will only enhance the decision making, managing and future performance.

## Six Principles

Personal data shall be:

- Processed lawfully, fairly and in a transparent manner in relation to the data subject ('lawfulness, fairness and transparency')

- Collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall, in accordance with Article 89(1) not be considered incompatible with the initial purposes ('purposed limitation')
- Adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation')
- Accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay ('accuracy')
- Kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) subject to implementation of the appropriate technical and organisational measures required by this Regulation in order to safeguard the rights and freedoms of the data subject ('storage limitation')
- Processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality')

## **Recovery and Reset/Stabilisation**

Following the COVID-19 pandemic, this programme was developed to steer the council's vision– firstly ensuing the safety of customers and staff – now ensuring we are enabling individuals and businesses to thrive. This project is now at the forefront of our plans to support the future of our tourism, business and community offering. The programme provides a point of coordination for our work supporting those in most need as a result of the pandemic, whilst ensuring the council is working efficiently. Recovery and Reset/Stabilisation also comes with its own emphasis on performance metrics and measures focussed on improvement. These are the categories within the programme that are monitored:

### **Economic Recovery**

This workstream is coordinating the councils work on economic recovery. This work is being done in partnership with others, most notably through Team East Sussex and the Greater Brighton Economic Board (for LDC). Wealth building, town centre recovery and the tourism sector are of particular focus.

## **Supporting Tourism**

Closely related to the economic recovery workstream, the focus is on how the council is restarting and reshaping its tourism offer, working with partners to help support the restart and recovery of tourism, and attracting visitors to the district/borough in line with government guidelines.

## **Business Resilience**

Improving the balance and reliance on sectors of the council for consistent income. Also building resilience by enhancing skills and infrastructure across both councils.

## **Recovery & Reset Financial Aim:**

Address the councils' financial challenges in a sustainable way

### **Objectives:**

- Implement a sustainable service delivery model which recognises the changed needs of customers as a result of Covid-19
- Deliver a balanced budget
- Establish a sustainable MTFS
- Achieve a revenue budget position that does not require ongoing support from reserves
- Establish an affordable Capital Programme
- Ensure a continued focus on Corporate Plan priorities (recognising limited resources may necessitate amendments)

## **Environmental and Corporate Sustainability**

As a council we have an obligation to our communities to improve and enhance the environment for our citizens. We also have a duty to improve our sustainability as an organisation and commit to reducing our impact on the planet. We must continue to publish and monitor performance indicators (PI's), such as Air quality and carbon emissions, which entail shows the community that we are conscious and value our environmental principles. The council also collaborate with local environmental based companies and charities that maintain our vision of sustainability.

## **Solutions Sprints and Corporate Project Monitoring**

We as a council are committed to providing solution sprints to improve in-need areas with a quick solution to a specific problem. This will entail a concentrated, high touch, high involvement assessment for understanding problems, root causes and designing a fast but effective solution.

This will involve high-level engagement from the Business Transformation Unit, the specific business area and other stakeholders (such as performance) to provide the best outcomes.

Corporate Projects are more long-term tasks, in which aim to provide long term sustainable progress or improvement. An example would be the recent Chatbot implementation, this is a long-term solution to improve the customer experience and engagement with the council. The procurement and solution planning will be very diligent and will usually involve a greater number of stakeholders and resources.

During these sprints or projects there will be defined measures to assess performance to monitor the progress/effectiveness of the sprint. This will usually entail PI's and feedback (staff and/or customer) to ensure we are providing what we have set out to do.