Performance Management Framework

‘How to’ – a guide to our performance management framework

JULY 2014
# Table of Contents

1. Introduction ......................................................................................................................... 4

2. What is Performance Management? – A Definition ......................................................... 4

3. Background .......................................................................................................................... 5

4. Overview of the Process ....................................................................................................... 6

5. Why Measure Performance? ............................................................................................... 7

6. The Benefits of Performance Management ........................................................................ 8

7. Performance Management in Bassetlaw ............................................................................. 10

8. People and Systems ............................................................................................................. 11

9. Conclusion ........................................................................................................................... 13

Appendix A: Corporate Planning Cycle .................................................................................. 14

Appendix B: BDC’s Suite of Key Performance Indicators linked to the Corporate Plan 2014-2017 ............................................................................................................. 15

Appendix C: Cabinet Performance Management Report Template ....................................... 19

Appendix D: Performance Management Timeline ..................................................................... 20

Appendix E: Data Input Schedule and Data Verification ......................................................... 21

Appendix F: Challenging Performance .................................................................................... 22

Appendix G: Targets and Target Setting .................................................................................. 23

Appendix H: Hallmarks of an effective Performance Management Framework to which Bassetlaw aspires ...................................................................................................................... 25

Figure 1: Performance Management Cascade .......................................................................... 6

Figure 2: Target Setting ............................................................................................................ 24
1. Introduction

The purpose of this document is to provide a guide to managing organisational performance in Bassetlaw District Council (BDC). It is intended for use by both Officers and Members. The guide gives an overview of Performance Management and the approach adopted by the Council to deliver effective and efficient services.

It includes details of issues that are important to the development of Performance Management within the Council.

2. What is Performance Management? – A Definition

*Performance management in its simplest form is a way to focus on doing the right things, at the right time and for a very clear purpose.*

Effective Performance Management requires intervention and action. It is not a process of just collecting and reporting information; it must be managed on a regular basis. This ensures that the actions designed and implemented to deliver improvements do make a difference. It also provides a framework for remedial action to be taken when the level of improvement falls short of the desired outcome.

To be good at Performance Management means that BDC must strive to be good at managing:

- Its resources – people and financial
- Its processes – to be timely and accurate
- Its information – about our communities, our customers and ourselves.

Good Performance Management takes effort and commitment. It requires honesty and a willingness to recognise when things are going well and not so well within the organisation.
3. Background

The need to manage and improve organisational performance is long standing in the public sector and it is widely accepted that all local authority and public sector organisations must be able to demonstrate that they deliver services that are:

- Value for Money
- Sustainable and relevant
- What customers need and wish to see delivered

There are a number of base principles that contribute to effective Performance Management, which can be described as follows:

- Deciding and communicating what needs to be done (aims, objectives, priorities and targets)
- A plan for ensuring that it happens (improvement, action or service plans)
- Assessing if this has been achieved (outcomes and performance measures)
- Information reaching the right people at the right time (performance reporting and review) so decisions are made and actions taken.

Effective Performance Management is concerned with managing an activity to ensure that it meets its objective. This relies on the monitoring of not just performance indicators but also includes aims and objectives, as well as projects and other activities. Through this process an assessment can be made to determine how well an activity is meeting the agreed target. The extent of the ‘gap’ will subsequently determine the nature of the action to be taken to achieve the performance target.
4. Overview of the Process

Figure 1 shows the relationships between key documents and stages within the Performance Management process. It demonstrates the way in which issues identified in the high level plans and strategies cascade incrementally down (inputs) into organisational, service and individual operational plans which then influence the outcome upwards (outputs). It also highlights the way in which all staff within the organisation contribute to the achievement of the aims, objectives and ambitions to be delivered within the Corporate Plan.

Figure 1: Performance Management Cascade

A brief description and purpose of key elements in Figure 1 are as follows;

**Corporate Plan** – sets out the Council’s local priorities to be achieved over a defined period. The priorities have been identified through consultation with members, other partners and the public.

**Service Improvement and Development Plans** – are produced by each service on an annual basis and provide details of key objectives to be delivered. These objectives reflect either the main functions provided by the service or have been developed to deliver elements within the Corporate Plan. They are underpinned by a number of actions that are
monitored on a regular basis to ensure that they are achieving their aims. Service Improvement and Development Plans explicitly state the purpose of each service area and outline their roles and responsibilities.

**Personal Development Plans** – The Appraisal process normally takes place between February/March on an annual basis, with some preparation in January. The aim of the process is to appraise the performance of individuals against previously agreed objectives and targets as well as to determine individual training needs and an appropriate training and development plan. The targets and objectives against which the individual is appraised are based on issues of personal development, competencies and specific actions identified within the Service Improvement and Development Plan.

*Our Planning Cycle is at Appendix A.*

**5. Why Measure Performance?**

There are a number of reasons why we manage performance. The following extract summarises why organisations measure performance.

1. **What gets measured gets done**
2. **If you don’t measure results, you can’t tell success from failure**
3. **If you can’t see success, you can’t reward it**
4. **If you can’t reward success, you’re probably rewarding failure**
5. **If you can’t see success, you can’t learn from it**
6. **If you can’t recognise failure, you can’t correct it**
7. **If you can demonstrate results, you can win public support**

*Source: Extract from Osborne & Gaebler, Reinventing Government, 1992*
6. The Benefits of Performance Management

In a robust Performance Management framework, there are benefits for officers, members and the local community.

Officers

- Responsibilities are clarified and they understand more clearly what is and is not expected of them.
- Provides a sound basis for business planning and day-to-day management of services.
- Informs decisions regarding changes or improvements.
- Managers can more easily identify areas for improvement.
- Provides information that is useful for evaluation of projects after they have been implemented.
- There is a performance rationale to the agenda of appraisal interviews.
- The importance and focus of staff training are reinforced.
- People can be empowered to take action, and rewarded and recognised for good performance.

Members

- Can easily assess the extent to which the corporate vision and priorities are being achieved.
- Areas for improvement and resource reallocation can be identified.
- Enables the judgment of performance in context (e.g. by taking an overview of the performance of a range of measures and activities across the Council and where relevant the performance of other similar authorities).
- Provides an objective means of assessing the performance of senior officers.
- Informs the debate about future objectives and priorities.
Local Community

- Provides for public consultation on the corporate vision, priorities and service standards.
- Helps to judge how well public money is being spent and whether value for money is being achieved.
- Helps service users to make informed choices.
- Can lead to new and improved services for customers.
- Easier to hold local representatives accountable and make the democratic process more transparent.

Performance management is about organisational activity not just service specific actions. In this way Performance Management helps eliminate silo working and enables staff to work better together across service areas to meet common and shared goals.

Despite best intentions there are a number of situations where Performance Management fails to achieve what it aims to. These situations include: -

- Failure to measure the right things – measures should support aims, objectives and actions and be clearly and logically identified. There can be a temptation to use existing measures and indicators that may only have a tentative connection and aren’t indicative of the actual performance of what you are aiming to achieve.

- Measuring but not managing – measuring performance indicators can become an industry in its own right and diverts attention from what really matters.

- Lack of trend analysis – evaluating trends can be indicative of seasonal, or other, variation within the performance cycle and prevents an inappropriate reaction to fluctuations in performance.

- Focus on ‘what people do’ as opposed to ‘what they achieve’ – output rather than outcome.

- Targets focus on teams and not individuals – the lowest level within the Performance Management cascade should always be with individual members of staff to ensure accountability of tasks, roles and responsibilities.
• Failure to review processes in light of performance information – poor performance should be subject to scrutiny to determine reasons for not achieving targets etc. This would include an assessment of processes, which may then be subject to re-engineering as a way to improve performance.

7. Performance Management in Bassetlaw

Bassetlaw used to be tied to a national performance management framework. However, since 2010 Councils have been free to determine the measures of success that reflect their own local circumstances and priorities. Bassetlaw has retained a number of the performance indicators from the old national indicator set with the addition of locally defined performance indicators. These measures help us to assess our progress in delivering BDC services but also the achievement of our wider community leadership priorities e.g. for economic growth.

In addition to achieving a set of performance indicator targets the Council must deliver the ambitions and priority actions within its Corporate Plan.

Reporting Arrangements

Cabinet has assumed responsibility for performance management from the start of the new municipal year 2014/15. Cabinet will now oversee the delivery of the Council’s Corporate Plan and the achievement of a suite of performance indicator targets. This suite of indicators is attached at Appendix B.

As previously described, to successfully manage performance, performance information must be accurate, concise, provide context and be easily understood. A new product has been produced to assist Members to carry out this performance management function. An example of this report is attached at Appendix C.
8. People and Systems

Covalent

The Council manages performance with the aid of an IT software performance management system called Covalent. The system was designed for local authorities and is the system of choice for hundreds of local authorities in the UK.

The system allows data to be input as soon as it becomes available. Information can be viewed or published at any point to present a “real-time” picture of performance.

The system contains all the actions to deliver the Corporate Plan, the Service Improvement and Development Plans, Performance Indicators and Audit actions.

The system is administered by Policy and Scrutiny Officers from Corporate Services. Key officers with responsibility for actions or performance indicators can access the system. Similarly Members can access the system. Training has been provided for Members and officers and can be provided on request.

Performance information is formally presented at key Officer and Member led meetings and committees for review and action.

Reporting Performance

In any organisation it is vital to have the right meeting structures to enable: -

- Information-sharing
- Learning
- Decision-making
- Accountability
To enable Member and management scrutiny of organisational performance key meetings must be:

- Planned in advance and for a clear purpose
- Well attended and appropriately represented
- Decision records kept and tracked
- Interdependencies managed
- Officers must be prepared to be challenged by Cabinet when performance reports are presented
- Members must be prepared to challenge and be confident to refer for additional scrutiny should this be justified

Performance reports will be generated using Covalent and will feed:

- Cabinet
- Corporate Management Team (Chief Executive and Directors)
- Directorate Management Teams (Directors, Heads of Service)
- Service Management Teams (Heads of Service and Unit Managers)
- Overview and Scrutiny Committee (where performance issues are referred by Cabinet)

The information presented will be:

- Consistent (recording and presentation)
- Assessed for validity and signed off by the relevant Head of Service
- Linked
- Robust
9. Conclusion

Effective Performance Management relies on having the right information at the right time for the right reason. Poor information will lead to inconsistency and duplication of effort and ultimately will lead to poor decision making.

The development of a joined up approach to Performance Management – by linking Corporate, Directorate and Service Plan actions with appropriate measures changes the information that is reported and how it informs decision makers.

The new approach described within this framework will enable strategic management of performance. It will also allow better operational performance management because key measures of success have been agreed.

This new approach assumes: -

- Key measures and actions are recorded on COVALENT and linked to the achievement of our overall ambitions set out in the Council’s Corporate Plan
- Appropriate targets are set, visible to all and agreed
- Managers updates to COVALENT are current and valid
- Chief Executive, Directors and Heads of Service rationale for their own ‘performance judgement’ is robust and will withstand Member challenge through Cabinet
- Cabinet can and will refer for detailed scrutiny if necessary. Any criteria for referral must be clearly defined, sufficiently robust, and visible to officers and consistently applied across service areas
## Appendix A: Corporate Planning Cycle

<table>
<thead>
<tr>
<th>Period</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process</td>
<td>April</td>
<td>May</td>
<td>June</td>
<td>July</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Aug</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sept</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Oct</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nov</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dec</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Feb</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>March</td>
</tr>
<tr>
<td></td>
<td>Q4 performance to Cabinet</td>
<td>Q1 performance to Cabinet</td>
<td>Q2 performance to Cabinet</td>
<td>Q3 performance to Cabinet</td>
</tr>
<tr>
<td>Corporate Planning role</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Collate Q4 performance</td>
<td>Collate Q1 performance</td>
<td>Collate Q2 performance</td>
<td>Collate Q3 performance</td>
</tr>
<tr>
<td>Service Planning role</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Input Q4 data</td>
<td>Input Q1 data</td>
<td>Input Q2 data</td>
<td>Input Q3 data</td>
</tr>
<tr>
<td>Staff Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Political decisions**
- Q4 performance to Cabinet
- Q1 performance to Cabinet
- Q2 performance to Cabinet
- Q3 performance to Cabinet

**Corporate Planning role**
- Review Corporate Plan and identify new objectives
- Target Setting
- Corporate Training and Development Plan

**Service Planning role**
- Review and develop next year’s SID
- New SIDs produced

**Staff Development**
- Staff appraisals
Appendix B: BDC’s Suite of Key Performance Indicators linked to the Corporate Plan 2014-2017

**A VIABLE, CO-OPERATIVE COUNCIL**

**Finance**
1. % change between original Capital budget and actual Capital spend during the year
2. % change between original Revenue budget and actual Revenue spend during the year
3. % of Sundry Debts collected by the Authority in the year (that fall due in the year)
4. % of Council Tax collected
5. % of Non-Domestic Rates (NNDR) collected
6. Planning appeals allowed
7. % of rent collected ex b/f arrears
8. Current Rent Arrears (£’s)

**People**
9. The total number of accidents reported in a year
10. Working Days Lost Due to Sickness Absence
11. % of staff earning or exceeding the Living Wage (Co-operative Council measure)

**Customer**
12. Satisfaction with Council Services (Co-operative Council measure)
13. Number of self-service transactions on the website
14. Number of relevant BDC tenders/contracts and documents given consideration under the social value criteria (social, economic and environmental benefits)
15. Number of community surgeries run by Members
16. Number of campaigns delivered where the Council has represented its communities’ interests (Co-operative Council measure)
<table>
<thead>
<tr>
<th>LOCAL GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance</strong></td>
</tr>
<tr>
<td>17. The income generated from operating the markets in Bassetlaw</td>
</tr>
<tr>
<td>18. Income generated from all of the Council-owned car parks</td>
</tr>
<tr>
<td><strong>Customer</strong></td>
</tr>
<tr>
<td>19. Number of businesses receiving direct advice (ex. Bassetlaw Enterprise Board Support)</td>
</tr>
<tr>
<td>20. Net additional homes provided (taken from new builds and demolitions)</td>
</tr>
<tr>
<td>21. Number of affordable homes delivered (gross)</td>
</tr>
<tr>
<td>22. Supply of ready to develop housing sites to meet 5yr demand</td>
</tr>
<tr>
<td><strong>Processes</strong></td>
</tr>
<tr>
<td>23. Processing of planning applications : Major applications</td>
</tr>
<tr>
<td>24. Processing of planning applications: Minor applications</td>
</tr>
<tr>
<td>25. Number of new business start-ups in the District as a result of BDC support</td>
</tr>
<tr>
<td>26. Survival rates of Bassetlaw businesses</td>
</tr>
<tr>
<td>27. Amount of New Homes Bonus generated</td>
</tr>
<tr>
<td>28. Number of Apprentice Starts via Skills Made Easy Programme</td>
</tr>
<tr>
<td>29. Number of Upskilling Starts via Skills Made Easy Programme</td>
</tr>
<tr>
<td>30. % of market stalls filled at Bassetlaw markets</td>
</tr>
<tr>
<td>31. Measure of Growth Team Impact – TBC</td>
</tr>
<tr>
<td>32. Amount of external investment brought in to the District (RDF, European other grants)</td>
</tr>
<tr>
<td>Customer</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>33. Quality of street and environmental cleanliness (levels of litter,</td>
</tr>
<tr>
<td>detritus, graffiti and fly posting): Litter</td>
</tr>
<tr>
<td>34. Improved street and environmental cleanliness – fly-tipping</td>
</tr>
<tr>
<td>35. Number of Green Flag Awards achieved</td>
</tr>
<tr>
<td>36. The average assessment score across all completed A1 Estate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Processes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>37. Number of enforcement court actions taken</td>
<td></td>
</tr>
<tr>
<td>38. Average time taken to re-let local authority housing</td>
<td></td>
</tr>
<tr>
<td>39. Number of empty homes brought back into use</td>
<td></td>
</tr>
<tr>
<td>40. % of emergency repairs completed in timescale</td>
<td></td>
</tr>
<tr>
<td>41. % of repairs completed “Right First Time” (based on recalls</td>
<td>within 28 days of completion)</td>
</tr>
<tr>
<td>42. Average time taken to complete Adaptations for all works (calendar</td>
<td>days)</td>
</tr>
<tr>
<td>43. Number of category 1 hazards removed from private sector housing</td>
<td></td>
</tr>
</tbody>
</table>
## LOCAL LIVING STANDARDS

### Processes

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>Time taken to process Housing Benefit/Council Tax Reduction new claims and change events</td>
</tr>
<tr>
<td>45</td>
<td>Average number of days to complete and process new Housing Benefit/Council Tax Reduction claims</td>
</tr>
<tr>
<td>46</td>
<td>Average number of days to complete and process Housing Benefit/Council Tax Reduction changes in circumstances</td>
</tr>
<tr>
<td>47</td>
<td>Average Length of time taken to re-house a household after being accepted as Homeless (Priority Need)</td>
</tr>
<tr>
<td>48</td>
<td>Number of households placed in temporary accommodation during the quarter</td>
</tr>
<tr>
<td>49</td>
<td>Number of homelessness preventions achieved through casework</td>
</tr>
<tr>
<td>50</td>
<td>Number of cases of homelessness accepted by the Council</td>
</tr>
<tr>
<td>51</td>
<td>Number of arrests arising from use of BDC CCTV footage</td>
</tr>
<tr>
<td>52</td>
<td>Number of public order offences occurring in or around licensed premises in our town centres at weekends (to be confirmed)</td>
</tr>
</tbody>
</table>
Appendix C: Cabinet Performance Management Report Template

Key Contacts:
Portfolio-Holders:
Key Officers:

CABINET PERFORMANCE UPDATE

AMBITION .....................

Performance Overview

Community Impact

What is going well?

•
•
•

What requires additional investment/action?

•
•
•

Spotlight on the measures:

% of PI’s on target

% of actions on target

Areas of underperformance:

<table>
<thead>
<tr>
<th>Actions off target</th>
<th>PI’s off target</th>
</tr>
</thead>
</table>

*Attachment Action report and PI report showing red and amber PI’s and actions from Covalent
## Appendix D: Performance Management Timeline

The following table identifies the range of activities that need to be carried out, who is responsible and when it will take place.

<table>
<thead>
<tr>
<th>What must be done?</th>
<th>Who is responsible?</th>
<th>When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information provision and data capture relating to actions, performance measures and risks</td>
<td>Heads of Service, PI Contact Officers, Policy &amp; Scrutiny Unit</td>
<td>Monthly</td>
</tr>
<tr>
<td>Data Update to COVALENT</td>
<td>Heads of Service, PI Contact Officers, Policy &amp; Scrutiny Unit</td>
<td>Monthly</td>
</tr>
<tr>
<td>Data review and sign off to check for accuracy and emerging performance issues</td>
<td>Heads of Service, Policy &amp; Scrutiny Unit</td>
<td>Monthly</td>
</tr>
<tr>
<td>Performance Monitoring – time is taken to look at service performance as a matter of routine</td>
<td>Heads of Service</td>
<td>Monthly</td>
</tr>
<tr>
<td>Report production to feed meeting structures i.e. Directorate Management Teams and Service Management Teams</td>
<td>Heads of Service, Policy &amp; Scrutiny Unit</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Corporate Management Team performance challenge meetings</td>
<td>Chief Executive Directors</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Member Challenge Process</td>
<td>Cabinet Members</td>
<td>Quarterly</td>
</tr>
</tbody>
</table>
Appendix E: Data Input Schedule and Data Verification

Updated information relating to progress with actions and performance must be input to COVALENT to enable relevant and timely reports on organisational and service wide performance to be produced. Periodical reviews of the type of measures and supporting data will also be carried out to ensure that they remain valid and appropriate.

Current timetable for Covalent Updates (2014/15)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Due date for Covalent update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>22 July 2014</td>
</tr>
<tr>
<td>Q2</td>
<td>22 October 2014</td>
</tr>
<tr>
<td>Q3</td>
<td>20 January 2015</td>
</tr>
<tr>
<td>Q4</td>
<td>20 April 2015</td>
</tr>
</tbody>
</table>
Appendix F: Challenging Performance

Effective challenge is a key factor in managing performance. The three main areas that will be subject to challenge and scrutiny are listed below with a selection of questions that will require an honest and appropriate response.

Strategic:

• Are we moving towards our high level goals?
• Are we moving towards the goals quickly enough?
• Are we delivering the outcomes that we should?

Business:

• How can we ensure that we meet our business objectives?
• How can we do better?
• Are we getting value for money?
• What is an acceptable level of quality for our services?
• What should we be measuring and how?
• How can we set targets and provide incentives that will encourage quality and not distract from key objectives?

Operational:

• Are we meeting our targets?
• Are we attaining the desired level of quality?
• Could we do more in the same time (improving efficiency)?
• Could we do our work better (improved effectiveness)?
• Could we save money (improved economy)?
• How are individual staff performing?

The response to these questions will subsequently result in attaining the desired level in the performance of the organisation. A key aspect of this is that it will be achieved through a managed process.
Appendix G: Targets and Target Setting

Targets need to be established to ensure that the organisation improves in its priority areas. They can be:

- All-the-time targets, which promise the level of service to be delivered at all times
- Percentage achievement targets, which are commitments to achieve a stated level of performance against a standard
- Qualitative targets, which are descriptive targets of what level of service to expect
- Time-bound targets, constituting a one-off promise for a certain area

A formula for setting ‘SMART’ (Specific, Measurable, Achievable, Realistic, Timely) targets:

\[
\text{We will increase [priority] by } x \text{ per cent from [baseline level] to [Improved level] by [date]}
\]

Examples of good targets:

- “We will increase the number of visits to areas of special scientific interest by 20 per cent, from 15,000 to 18,000 before the end of 2014”
- “We will maintain public satisfaction with the natural beauty of the landscape at 90% up until the end of 2015”

Examples of poor targets:

- “We will improve the way we handle complaints”
- “We will sell as many theatre tickets as possible”
- “We aim to have the best bus service in the region”
- “We aim to increase co-operation between school and police authorities”
- “We will answer 75 per cent of all letters within 5 days’ (a poor target if the remaining 25 per cent take 3 months to answer)”
6 Steps to Target Setting:

1. Agree the appropriate performance indicators (including outcomes and milestones)
2. Identify current performance (baseline)
3. Determine the relevant comparison (benchmark if available)
4. Set stretching but achievable targets
5. Ensure targets are ‘SMART’
6. Ensure a robust measurement system is in place to inform performance evaluation and in particular help us to focus on benchmarking

Examples of effective targets:

- **Customer**: Customer Satisfaction (%), Customer Retention, Customer Loyalty, Quality of Performance to Customer, Delivery of Performance to Customer
- **Financial**: Cash Flow, Return on Investments, Financial Result, Value for Money
- **Internal Business Processes**: Number of Activities, Success Rate, Accident Ratios, Overall Effectiveness
- **People**: Competency Levels, Staff Satisfaction (%), Staff Turnover, Demographic Ratios, Sickness Absence, Investment in Learning and Development
Appendix H: Hallmarks of an effective Performance Management Framework to which Bassetlaw aspires

1. Clarity about the roles and responsibility of the Elected Members, Chief Executive, Corporate Management Team and all managers.

2. A framework which links performance to corporate planning, budgeting and resource management.

3. Chief Executive ownership and active involvement in the Council’s performance review process.

4. Performance review structures which hold staff to account, replicated top to bottom and across departments.

5. Recognition of good performance but with follow-up where performance falls short.

6. A culture of continuous improvement – understanding what makes a good service and to ask the essential challenge questions.

7. Clearly articulated priorities which are widely and commonly understood at all levels.

8. Individual objectives and appraisals linked to performance.

9. Timely accurate and relevant data to inform decision making.

10. Performance data that is easily captured and clearly reported.