



PERFORMANCE MANAGEMENT PROTOCOL

1 Aim

To identify roles and responsibilities for performance management across the Organisation to ensure that

- the Council can demonstrate continuous service improvement
- a consistent approach to monitoring performance exists across the Authority
- commitment to data quality can be demonstrated
- performance information is reviewed on an annual basis and SMART targets are set for the next three years

Framework of Responsibility

The Cabinet

The Cabinet will oversee effective implementation of the Corporate Plan and its outcomes as well as the development of a performance orientation culture for the Council. They will assess performance on the basis of high-level performance reports

Scrutiny Committee Members

Scrutinise, performance manage and monitor progress against the outcomes and indicators in the relevant scrutiny committee.

Chief Executive

Overall responsibility for Performance Management of the Authority, though this may be delegated to Executive Director (Corporate Resources)

Leadership Team

The Leadership Team are responsible for performance management of the corporate plans and strategies affecting and determining service delivery
They will provide support to Heads of Service in their performance roles
Take action to address underperformance
Assess performance through a high level report

Head of Policy and Improvement

Where relevant work with the Heads of Service and Executive Directors to address areas of underperformance.
Provide relevant support to Improvement Team

Heads of Service

Are responsible for

- Managing performance and achieving the outcomes for their service in line with all corporate plans and strategies
- Working closely with the Corporate Management Group to identify and address any performance issues
- Coordinating, monitoring and managing progress against the indicators for which they are responsible.
- Review and approval of performance information, both project updates and performance indicators prior to submission,
- Approval of information contained within validation sheets ensuring that where variances exist between performance and targets explanations and/or a detailed action plan is supplied where appropriate

Responsible Officers

Responsible Officers are responsible

The production of the data and data quality
Calculation of the indicators
Completion of validation sheets including variance explanation where relevant for the indicators within their specific service area.
A list of indicators and responsible officers is attached as Appendix (to be attached later)

Data Co-ordinators

In their service area:-

Ensure that effective performance management/data quality mechanisms are in place
Assist with the development of performance management processes within their service area
Support the development of a performance culture within the organisation

Work to strengthen data quality, in line with national requirements and the newly published Standards for better DQ information, and improve KLOE score.
 (Further information available from PM Team and SBC Data Quality Strategy)
 Attend and contribute to Performance Management Group

The data co-ordinator is responsible for:-

- Ensuring that the Performance Management System is updated in line with the agreed timetable,
- Co-ordination and completion of validation sheets and supply of this information to the Improvement Team
- Ensuring that explanation notes and or action plans are supplied to the Performance Management Team in accordance with the agreed timetable.

Data Co-ordinators for each Service Area

Policy and Improvement	Barbara Potts
Environmental and Health Svcs	Spencer Cooper
Finance	Mel Johnson
Human Resources	Gail Hopkins
Law and Administration	Keith Fletcher
Leisure Services	Fiona Borgars
Planning and Engineering	Anne Bromley
Regeneration	Russ Cartilidge
Technology	Keith Fletcher

Improvement Team

The Improvement Team will:-

Develop and implement performance management processes across the Council to ensure that mechanisms are in place to manage and report on all areas of performance

Will co-ordinate and monitor progress against the outcomes and indicators in all corporate plans and strategies

They will liaise with Heads of Service to address areas of underperformance

Work to strengthen data quality and KLOE score

The Improvement Team will collate and quality check the final reports to ensure the data is

- Formatted correctly and consistently
- Meets the requirements of the relevant group/committee
- Includes relevant information for the reader to make an informed decision

Internal Audit

Work to support performance management development of the Authority
Provide advice and guidance on audit issues in relation to performance management processes
Complete an annual audit of statutory indicators

All officers

Be aware and actively contribute to achieving the corporate plan and more specifically the performance indicators within their service