



## **PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK**

### **Introduction**

1. The County Council has an ambitious vision. The Council Plan, *Your Nottinghamshire, Your Future*, sets out our priority outcomes for the people and businesses of the county. The Planning & Performance Management Framework details our approach to planning and managing delivery of the Council Plan outcomes, *Investing in Nottinghamshire*. This Framework covers how the Council measures delivery of these priorities through an approach to performance management which integrates with the Council's other key strategic planning and reporting cycles:
  - strategic and financial planning
  - service planning and commissioning for both external and internally delivered services
  - the determination of transformation and change options
  - performance and contract management.
2. The aim is to better integrate the performance and budget planning cycles; encourage service and financial planning over a longer time frame; and strategic planning of commissioning activity. This new approach will support a move away from incremental budget planning and focus on transforming services to deliver better outcomes. It will support a cycle of continuous improvement and cost saving.

### **What do we mean by Performance Management**

3. Everyday decisions in our services impact on customers, public finances and service provision. Through this framework our services are supported: to identify the key information that they need to understand; and to use it to manage a high standard of service delivery and to drive forward improvement.
4. Effective planning and performance management requires us to practically and systematically identify what needs to be achieved and to communicate it clearly. It is about determining our priorities and the outcomes we want to achieve, allocating resources, setting targets and reviewing, amending or changing plans based upon performance data to ensure these outcomes can be achieved.
5. It is also about having good quality and timely intelligence and analysis to measure and report our performance. The Council implemented its first Business Intelligence (BI) Strategy in 2018 and this is driving improvements in how the Council is making the best use of information and intelligence in the delivery of its services. Business intelligence, analysis and data science a significant role to play in the effective operation of this Framework.
6. Performance management is part of the culture of an effective and responsive organisation and supports all of our employees, teams, managers and elected Members to deliver the expectations placed upon them.

## **Integrating our planning and performance approach with Finance and Commissioning**

7. This Framework has a key relationship with:

- **the Medium Term Financial Strategy and budget setting process**

The Medium Term Financial Strategy (MTFS) sets out the council's financial position over a four year period giving a forecast of the Council's budget position, including any shortfalls, and the assumptions on which this is based. Through the approach outlined in this Framework the service; commissioning; and budget planning processes will be aligned including the development of business cases for service change and savings.

**Appendix 1** sets out the integrated, annual planning and performance cycle, and this depicts how the various elements of the Framework link together throughout the year.

- **Commissioning and contract management**

In effect all of our services are commissioned and delivered either externally or internally. A Government definition for this is that commissioning is "Making the best use of all available resources to achieve the best outcomes for our locality". The term 'commissioning' is not shorthand for outsourcing to the private sector.

Commissioning of services needs to be an integral part of our planning and performance approach and have clarity and consistency across the Council - procurement and contracting are component parts of commissioning.

Through the planning and preparation of our departmental strategies the commissioning intentions for services, whether internally or externally delivered, will be outlined including those services that will be ceased. The statements of commissioning intentions will articulate how our commissioning will support the delivery of our outcomes based on an assessment of need and available funding; set out key roles and responsibilities and outline the arrangements for performance and contract management.

## **Planning focused on Outcomes**

8. The Council will focus on the priorities and outcomes it wishes to achieve for the residents and communities of Nottinghamshire.
9. Outcomes are clear statements of the quality of life and/or conditions of well-being desired for communities. At this level they are likely to be high level ambitions for the experience of living in Nottinghamshire in the future, that the Council will have to work with others to try to bring about. At a service delivery level outcomes define the desired experience and benefit for customers and service users from Council services.

10. The outcomes set by the Council will be captured through our hierarchy of plans and will be championed with our partners. Where appropriate for Nottinghamshire they will be aligned to national outcome frameworks including the National Adult Social Care Outcomes Framework; National Children’s Outcomes Framework and National Public Health Outcomes Framework.
11. All of our plans and strategies will be congruent with each other, setting out the clear and direct links between service delivery and the outcomes sought. This will be the driver for commissioning and service delivery in the authority, and it will ensure everyone in the Council is clear on what they need to deliver and is focused on their contribution towards improving outcomes.

**Council Plans**

12. The aspirations, priorities and outcomes that the Council will work towards will be developed and articulated through a number of linked plans. The purpose and components of the key council plans are set out below.

**Key Council Plans and interrelationships**



**13. Council Plan**

This sets out the Council's role in the leadership of place and delivery of services. It is forward looking and articulates our aspirations and ambition for Nottinghamshire in the future. It outlines at a high level the outcomes sought for communities and individuals, how we will behave to advance these and how we will understand success.

The Council Plan provides the policy direction of the Council as set out in the Policy Framework and all strategies, priorities, plans and transformational activity stem from it. For many of the commitments in the Council Plan, the County Council has a significant part to play in their achievement, but it must also work with its strategic partners to influence the contribution that others need to make.

### 14. **Departmental Strategies**

These will be produced by each department and will set out:

- The department's strategic context and objectives outlining the relationship between key plans and strategies
- The partnership context in which the department operates and leadership role
- How the department will support the delivery of the aspirations, ambitions and priorities in the Council Plan and in partnership strategies
- The departmental operating model
- The commissioning cycle and intentions for both internally and externally delivered services
- The major departmental and service change programmes being undertaken or planned and how staff are supported to deliver this change
- The core data set for the department

### 15. **Service Plans**

Service planning will be undertaken for all services on an annual basis, usually at Group Manager Level. Where appropriate departments may determine that there may be more than one plan for the services under a Group Manager's span of control. It will not normally be necessary for a plan to exist at any other organisational level, however where circumstance require any additional plans, such as a team plan or a commissioning plan, these will be developed in accordance with this framework and sit below the Service Plan.

Service plans will be concise in format and annual summaries of performance against them should be reported to each Corporate Director. These may be used to inform Corporate Directors' annual assurance statements, which in turn support the Council's Annual Governance Statement. Service Plans should be accompanied by the relevant service architecture including; documented processes, service core data sets and business intelligence dashboards, in the appropriate standard formats.

### 16. **Individual plans**

Through **Employees' Performance and Development Reviews**, we will ensure everyone is clear about which aspects of the service they are responsible for and how their performance will be clarified and measured providing a basis for regular feedback and highlighting required personal development.

The Council's Business Intelligence Strategy includes a commitment to explore innovative means of feeding back to employees what the Council is achieving against the Council Plan and Departmental Strategies. This will help employees to more clearly

appreciate how their personal achievements are having a positive impact on the target outcomes for the people of Nottinghamshire.

**17. Other Plans and Strategies**

Other plans and strategies should be developed in accordance with the Policy Framework and further the outcomes of the Council Plan. They will be used where there is a need for; a longer term plan to direct investment or for a thematic or partnership approach that directs multiple services. All other plans and strategies will follow the appropriate standard formats and have appropriate arrangements for performance management.

**Planning timescales**

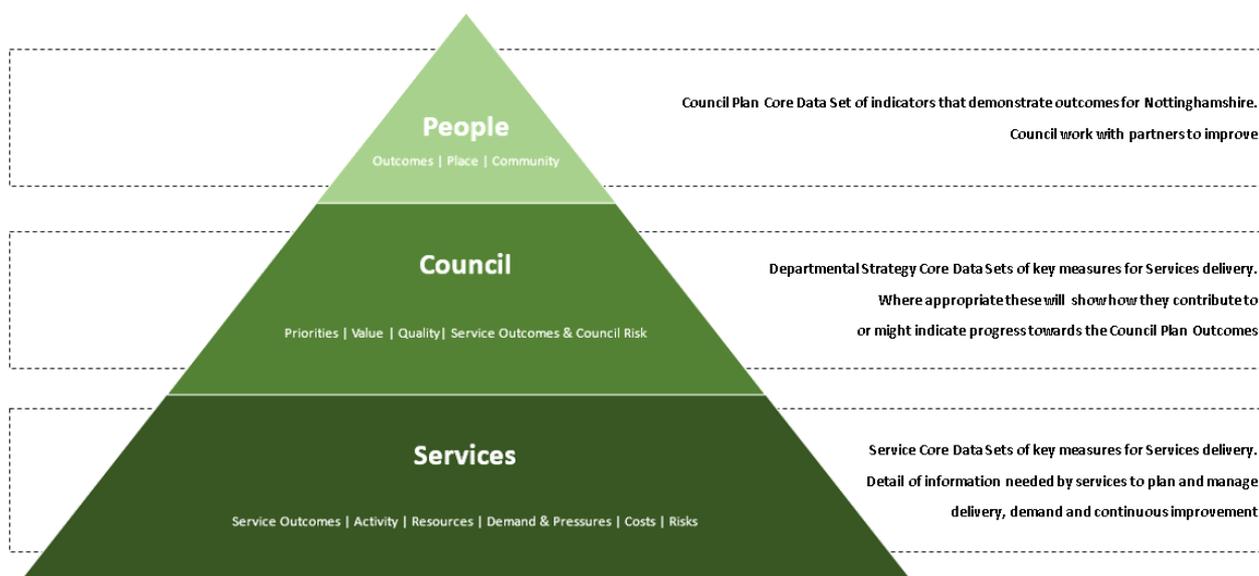
18. The Council Plan will cover a four year timescale and be approved by Council. The Departmental Strategies will cover the same four year planning timescale to reflect the priorities in the Council Plan and will be refreshed on an annual basis to reflect changing priorities and budget requirements. These departmental strategies will also be approved by Policy Committee.

19. The Chief Executive will prepare an annual timetable and assurance process for the preparation of plans to support the implementation of the Planning and Performance Framework. The annual cycle in **Appendix 1** summarises the planning and reporting timescales. This sets out the key plans and strategies, along with the schedule and forum for their approval.

**Intelligence led analysis of progress**

20. To support and evidence the achievement of the Council's outcomes and plans a hierarchy of performance measures will be applied to enable appropriate performance management against each level of the Council's planning. It is important that we measure our progress, to ensure we are on track to deliver these and if not to determine what actions are required either in terms of policy or service delivery to reach that outcome.

21. The Council's core data set measures will be organised in a hierarchy, as indicated below. At the highest level in the hierarchy, measures are focused on the place-based commitments in the Council Plan. Below this, the Council will measure the outcomes from its own services, and below that, each service will implement its own delivery targets.



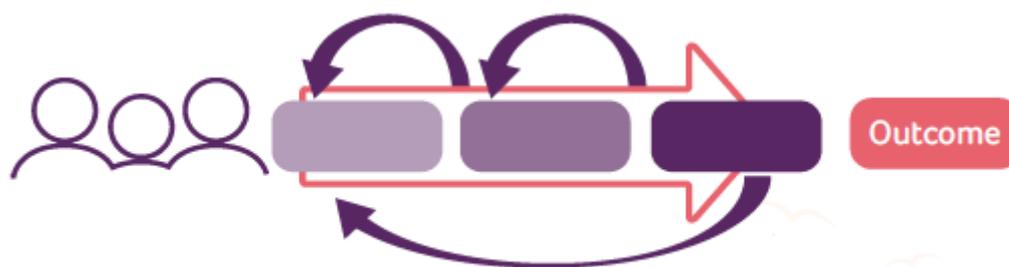
22. Measurements of the Council's performance will be set out through a hierarchy of core data sets to support the Council Plan, Departmental Strategies and Service Plans managed through the Business Intelligence Hub - a single business reporting and management information system. There will be a rigorous cross council cycle of target setting, monitoring, evaluation and benchmarking.

23. The hierarchy approach will ensure that the level and detail of performance reporting can be targeted appropriately to the various decision-making forums with a role to play in the planning and performance process. The timeline in **Appendix 1** incorporates the reporting schedule, identifying the progress reports that will be prepared for each level of the hierarchy and the forum to which they will be reported.

24. Decisions in our services impact on customers, public finances and service provision, therefore it is important that we: identify the key information that services need to understand; deliver this through business intelligence; and include it in our performance management to. This will help us to:

- manage a high standard of service delivery
- identify best practice and drive continuous improvement.
- identify, analyse, evaluate and assure transformational opportunities
- identify, analyse and manage risks to service delivery
- understand our customers and ensure that service delivery meets their needs
- identify future customers and plan to manage future demand
- ensure consideration of geography and place as part of our service choices
- provide best use of our resources and value for money

25. This information will form the basis for the provision of service performance dashboards. Through these dashboard managers will be able to review performance of the different parts or processes of a service to identify their own best practice and remodel service delivery based on this as part of their role to drive continuous improvement.



**Information about a whole service and its processes is reviewed to ensure efficiency and effectiveness.**

26. Managers will be supported to review this intelligence at set intervals (mostly monthly, but this may be flexed as required) to form a cycle of improvement of regular performance management. These improvement cycles will be defined through our service plans and where appropriate reported through our Planning and Performance Management Cycle.
27. The Council will work to automate the provision of this intelligence to services and use data driven technology and data science techniques to provide timely analysis of it to support service delivery.
28. It will be the responsibility of all Council employees to ensure the accuracy of the records and data that they process to ensure that the Council can rely on the quality of the intelligence provided.

## **Transparency**

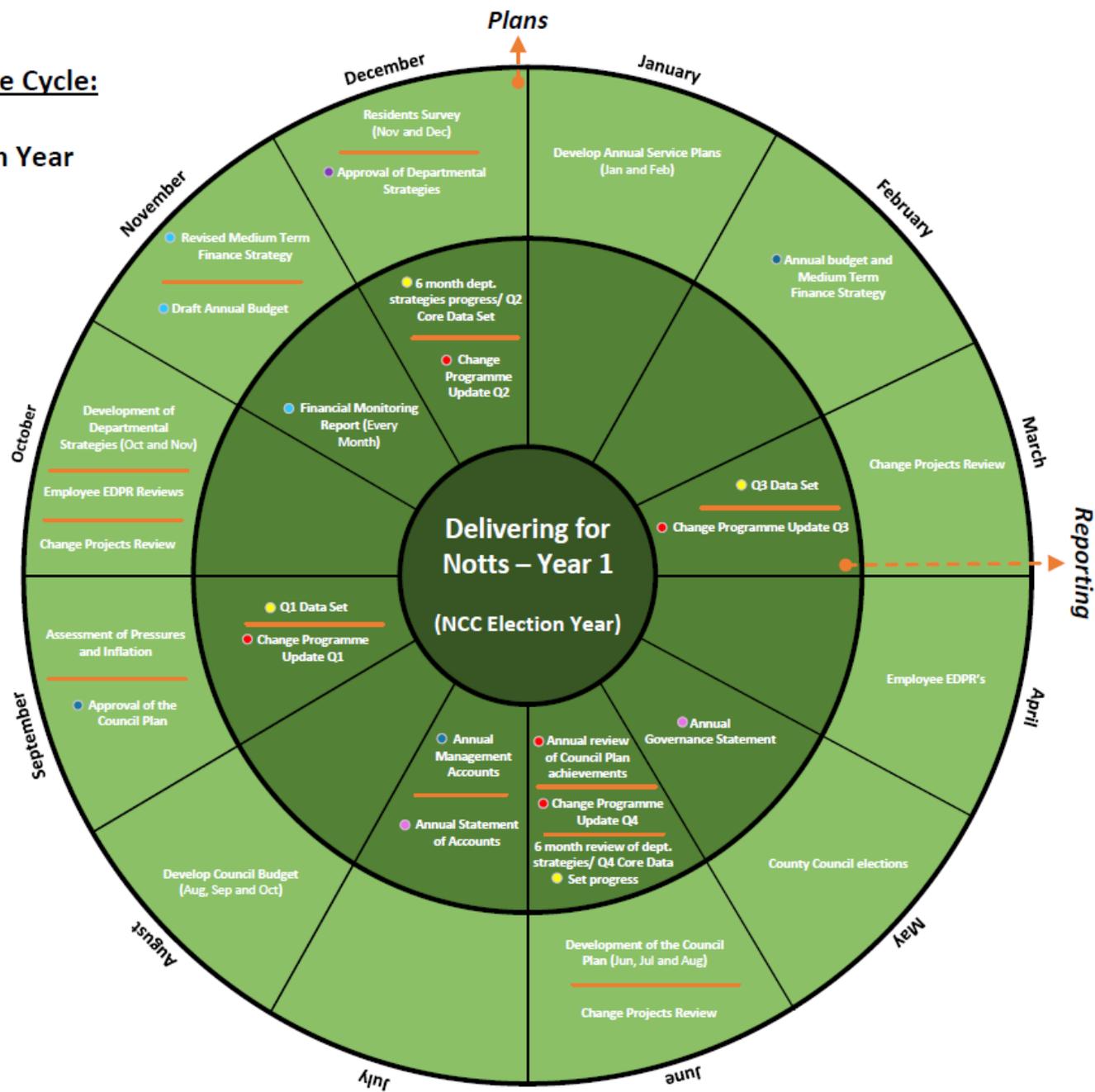
29. The Council will use its data and intelligence about performance as a key source of evidence to inform the public Annual Assurance Mapping Report and Annual Governance Statement to the Governance & Ethics Committee. These reports incorporate assurance on performance management with other key sources of assurance about the Council's governance processes, for example relating to financial management and risk management. Taken together, they present a co-ordinated view of the health of the Council's governance arrangements.

**Planning and Performance Cycle:**

**Year One – NCC Election Year**

**Key:**

- Full Council
- Improvement and Change Committee
- Policy Committee
- Service Committees
- Governance and Ethics Committee
- Finance and Major Contracts Management Committee



Planning and Performance Cycle:

Years Two, Three and Four

**Key:**

- Full Council
- Improvement and Change Committee
- Policy Committee
- Service Committees
- Governance and Ethics Committee
- Finance and Major Contracts Management Committee

