



### **PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK**

#### **Introduction**

1. This Framework outlines the approach the Council will take to planning and managing its performance. It sets out the Council's approach to:
  - 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. Performance management is taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be.
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 management information and data to measure and report our performance. There will be a time when data tells us action should be taken to improve performance and this should be welcomed and used to make informed decisions about what needs to change.
6. Performance management is part of the culture of an effective and responsive organisation and supports employees and teams to deliver the expectations placed upon them.

#### **The relationship of our planning and performance approach with the Medium Term Financial Strategy and budget setting process**

7. 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.

### **The relationship of our planning and performance approach with commissioning**

8. In effect all of our services are commissioned and delivered either externally or internally. But what do we mean by commissioning? A simple definition was coined by the Department for Local Government and Communities. It stated 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.
9. 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.
10. 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.

### **Focus on Outcomes**

11. The Council will focus on the priorities and outcomes for communities and individuals it wishes to achieve. These outcomes will be either clear statements of the quality of life and/or conditions of well-being desired for communities; or outcomes that define the desired experience and benefit for customers and service users for Council services.
12. The outcomes set by the Council will not be developed in isolation but will be aligned to the national priorities which we are committed to supporting including the National Adult Social Care Outcomes Framework; National Children’s Outcomes Framework and National Public Health Outcomes Framework.
13. There will be a ‘golden thread’ running through our plans and strategies that directly links delivery to the outcomes sought to ensure these are the driver for the commissioning and service delivery of the authority and that everyone in the Council is clear on what they need to deliver and is focused on their contribution towards improving outcomes.

### **Council Plans**

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

# Key Council Plans and interrelationships



## 16. 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 as well as key transformational and service priorities and will include the Council's core data set. The Council Plan will be the vehicle for drawing together corporate and cross council themes politically and managerially and Departmental Strategies will be expected to reflect these themes.

## 17. 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

18. Service Plans Service planning on an annual basis will be undertaken with each department determining the appropriate level for these plans and how these are reviewed.
19. 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.

### **Links to other plans**

20. The key Plans outlined in this framework will be linked to other Council related policies and strategies such as the Health and Well Being Strategy, Children, Young People and Families Plan, Medium Term Financial Strategy, Workforce Strategy and ICT Strategy. These are usually more detailed and in general either outward facing or resource related.

### **Planning timescales**

21. The Council Plan will cover a four year timescale and be approved by Council. It will be reviewed annually. 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 be considered by the appropriate Service Committee(s) and approved by Policy Committee.
22. The Chief Executive will prepare an annual timetable for the preparation of plans to support the implementation of the Planning and Performance Framework.

### **Measurement and assessment of progress**

23. Having defined the outcomes and priorities we want to achieve, 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.
24. Measurements of the Council's performance will be set out through core data sets in the Council Plan and Departmental Strategies incorporating both our service commissioning intentions. Wherever possible these data sets will incorporate national indicators. There will be a rigorous cross council cycle of target setting, monitoring, evaluation and benchmarking managed through the Business Intelligence Hub and ultimately through a single business reporting and management information system.
25. In addition progress is being made on an improved and consistent approach to contract management across the authority and this will be developed further building on current areas of good practice.
26. Progress on achievement against the priorities and outcomes in the Council Plan will be reported to Policy Committee on a quarterly basis and key transformation and change programmes to the Improvement & Change Sub-Committee. Progress on achievement

against the Departmental Strategies will be provided to Service Committees on a quarterly basis.