



South Staffordshire Council

# Measuring our success

Integrated Performance  
Management Framework



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## Measuring our success

**The council sets out its vision - which is for communities to be more prosperous and more vibrant - within its 'Council Plan 2020 to 2024'.**

It is important that the council measures its performance and the extent to which it is delivering against this vision.

It is also important that the way in which the council measures its performance is itself effective, and that the role of staff, service teams, the leadership team and members is coordinated.

The purpose of this framework is therefore to set out how the council will measure its performance and how in practice the council will deliver better outcomes for its communities.

## Measuring success - staying focused on what's important to us - what are we measuring?

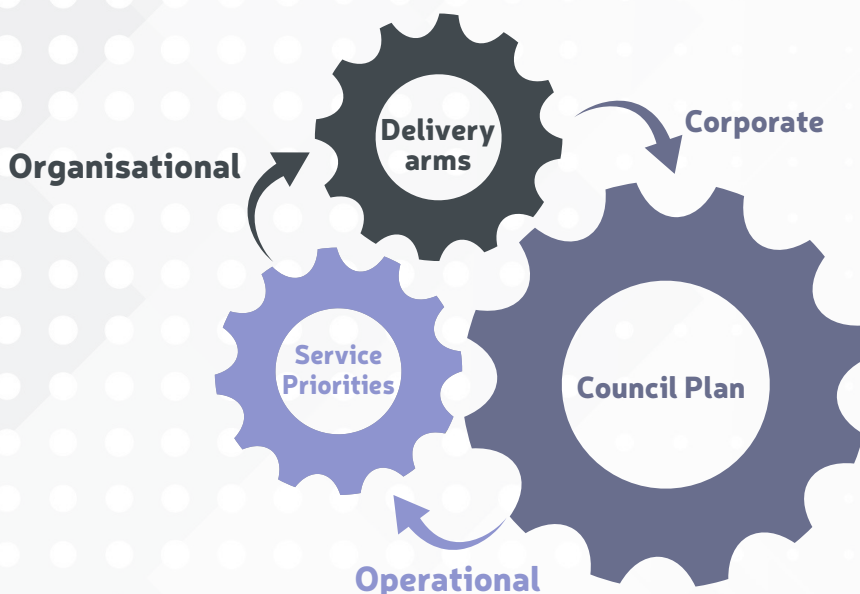
By measuring performance we will ensure that we will know where we have been successful and where we need to improve. It will also help us remain focused on what's important to our communities.

The Council Plan outlines the strategic direction of the council and sets out our vision and priorities for the next four years. The Council Plan has been informed by our Place Narrative which outlines the challenges and opportunities in South Staffordshire.

It sets a vision of "Shaping South Staffordshire's future" and prioritises "Prosperous Communities" and "Vibrant Communities".

It also sets out how the council will shape and sustain communities and continue to provide value for money services.

CORPORATE



## Organisational - five delivery areas of focus

The Council Plan's overarching vision and priorities are delivered through five areas of strategic organisational focus:

Financial Stability	Embracing Technology	Flexible and Skilled Council	Working with our Communities	Create a Business and Community Hub
 <ul style="list-style-type: none"> <li>• Assets</li> <li>• Land purchases</li> <li>• Good financial management</li> <li>• Business growth and support</li> <li>• Council Tax and Business Rates</li> </ul>	 <ul style="list-style-type: none"> <li>• Self Service</li> <li>• My Account</li> <li>• Digital enablement</li> <li>• Caring for customers</li> </ul>	 <ul style="list-style-type: none"> <li>• Agile working</li> <li>• Adaptable and innovative workforce</li> <li>• Workforce Development Strategy</li> <li>• Community leadership and Member engagement</li> </ul>	 <ul style="list-style-type: none"> <li>• Creating Brighter Futures</li> <li>• Local Plan</li> <li>• Wellbeing of our residents</li> <li>• Maintaining a rural and sustainable environment</li> <li>• Member Community Champions</li> </ul>	 <ul style="list-style-type: none"> <li>• Supporting businesses</li> <li>• Generate income</li> <li>• Modern facilities</li> <li>• Working in partnership</li> <li>• Community focused service</li> </ul>

ORGANISATIONAL

## Integrated Performance Management

To further develop our performance we have integrated our performance reporting with our financial reporting. The quarterly integrated reports provide the Corporate Leadership Team and Members with an update on the Council Plan, the five delivery arms, capital and revenue budgets, risk management and the Financial Strategy. We also undertake analysis of a variety of available data to inform our service delivery. The data we use is published in our Locality Profile and on our website. By reporting on our performance, finance and delivery together, we can view the overall performance of the council at the same time to provoke joined up conversations.

## Operational - Service Plans

### OPERATIONAL

Service Plans are another important element of the council's performance management framework:

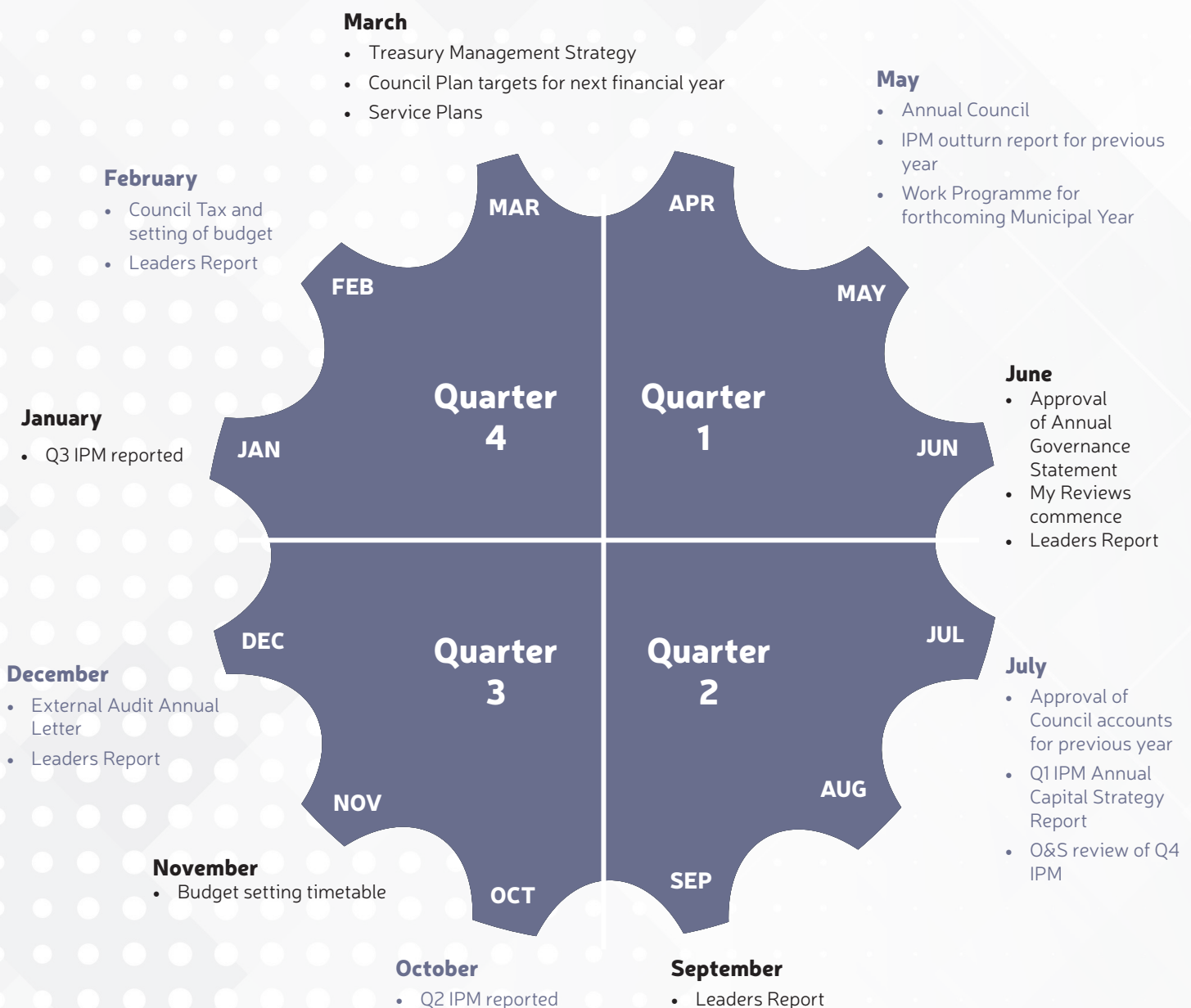
- They include a number of performance measures and targets - all of which relate to one or more of the 'delivery areas of focus' set out above - thereby demonstrating how Service Teams are helping to deliver the Council Plan. We will make use of benchmarking data to compare our service performance to that of other similar councils.
- They include measures and targets that are managed at both a strategic level (at Cabinet/Corporate Leadership Team) and at an operational level (Assistant Director and Team).
- They include other targets, actions, and priority areas relevant to the performance of individual service teams.
- They help to provide clear linkages ('a golden thread') between the Council Plan, service team and individual staff members objectives.



# Integrated Performance Management Framework

## The performance management cycle - when do we report?

The overarching performance management cycle is the structure within which the council monitors its own performance - including delivery against the Council Plan and Service Plans.



In addition to the above performance management cycle, Members attend various committees where performance is discussed, please visit **CMIS > Meetings** where agendas and papers can be viewed.

## Reporting our performance - roles and responsibilities - who do we report to?

The members, Corporate Leadership team, residents and staff all have a part to play in reviewing the council's performance.

### MEMBERS

#### Members' role in performance:

Members have overall responsibility for the approval of and the accountability for the Council Plan, and organisational and service priorities and targets.

#### Performance reporting to members:

The Integrated Performance Management report is taken to Cabinet quarterly and includes all aspects of performance data. The IPM is also reported to Overview and Scrutiny at half year and the end of year. Ward walks are arranged to provide councillors with an opportunity to work alongside senior officers in identifying matters of local concern.

Assistant Directors meet quarterly with their Accountants and Portfolio Holders to discuss financial performance. A Leaders report is produced up to four times a year and reported to council.

Virtual forums are held bi-monthly with the 3 tier of members covering council updates and locality issues. In addition Parish Summits are held up to three times a year.

There is also a weekly general update on council matters including any issues in terms of performance.

Members are surveyed annually to gather feedback on governance issues, future training needs, and general satisfaction.

The specific reporting to committees is as follows:

- **Cabinet and Overview and Scrutiny Committee (O & S)** - Council Plan, Budget, Corporate Risk, Integrated Performance Management Report (finance, risk, performance)
- **Council** - Budget, Council Plan and Service Plans – through Leader's report to Council
- **Standards and Resources** - Complaints and Employment trends
- **Audit and Risk Committee** - Treasury Management Strategy and Corporate Risk<sup>1</sup>
- **Cabinet Member** - regular reporting on service priorities

# Integrated Performance Management Framework

## LEADERSHIP TEAM

### Leadership Team's role in performance:

The Corporate Leadership Team (CLT) and Extended Leadership Team are effectively the 'guardians' of the Council Plan with responsibility for delivery. They have an overview of council performance ensuring that the council's priorities are being delivered against, and that actions are assigned to the right services.

### Performance reporting to the Corporate Leadership Team:

The Integrated Performance Management Framework is reported Quarterly to CLT. CLT receive a monthly dashboard which reports on key performance data on services. In addition there are Challenge Boards held by CLT with leads on major project and programme areas.

CLT check and challenge the quarterly performance information before it goes to members. Alongside this the Leadership team also looks at matters which complement the performance framework such as Corporate Health and Safety.

## COMMUNITIES

### Communities' role in performance:

The council has a responsibility to provide quality services that are value for money for our communities. We regularly ask our residents, customers, businesses and Parish Council's for their views on how well we are performing. Over the life course of the 2022 – 2024 Council Plan we will further develop how we capture how others view our performance and utilise new ways of capturing views. Results from these surveys will be fed into service planning and delivery. We will meet the requirements of the newly established Office for Local Government, who are publishing performance information on their Data Explorer to facilitate benchmarking.

### Performance reporting to Residents:

Key performance information is reported to residents through a variety of means including the council Review Magazine, social media forums such as Twitter, and Facebook, the council website and TV screens in the foyer of the Codsall Community Hub and leisure centres.

# Integrated Performance Management Framework

## STAFF

### Staff role in performance:

'My review' ensures that all staff have quality conversations with their managers and are aware of their own targets and goals and how these contribute to achieving Council priorities. Teams also meet to inform service priorities and target setting. Staff surveys are conducted to measure workforce satisfaction, wellbeing and corporate issues. Results from these surveys feed into workforce planning and design.

### Performance reporting to staff:

Team meetings take place regularly which also report on key performance measures. A weekly council update is circulated to all staff, along with a weekly Chief Executive's update and 'Today and tomorrow' sessions for all staff, which take place throughout the year to update on key corporate messages.



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