

## Section 6 - Managing our performance

Performance Management is a high priority in Rossendale. The Council is committed to improving on an on-going basis how it operates and to improving the services it delivers to the people who live in, work in and visit Rossendale.

To help us do this we have a 'Performance Management Framework'. The purpose of this framework is to allow us to regularly keep track of how we are performing and see if we are actually achieving our ambitions and improving our services on the ground.

The Council is working to instil this ethos amongst its staff and partners – to bring about a 'culture of high performance' in everything that the Council does.

**Rossendale's Performance Management Framework** is built around a strategic framework made up of eleven objectives, five of which are shared with the **Local Strategic Partnership** and three of which are internal to the Council. The Council contributes to all of the objectives and takes the lead on several of them.

This framework, as shown on page xxxx, is the 'strategic' part of the Council's 'Golden Thread' and highlights how the needs of local people will be met not only by the Council, but by other key partners such as the Police, Primary Care Trust and County Council through the three-year '**Delivery Plan of Rossendale's Community Strategy**'. The 'Golden Thread' shows how national, regional and local priorities influence actions within the council at all levels.

Within the Council, the main planning document is the Corporate Plan, and this is the backbone for the Performance Management Framework. This sets out what the Council will do over a three-year period in order to improve services and satisfy community priorities. It shows the actions that the Council intends to take and by when.

Sitting below the Corporate Plan are nine more detailed 'Business Plans'. These show what each department or 'service area' will deliver over the three-year period and how each service area will contribute to goals set jointly between the Council and bodies such as Lancashire County Council (e.g. the Lancashire Local Area Agreement) and Rossendale Local Strategic Partnership (e.g. the Community Strategy Delivery Plans).

At a day-to-day or 'operational' level, various '**Action Plans**' are set by teams within the Council. These action plans show how specific targets and projects will be achieved and contribute to the overall business plan.

All Council staff have a **Personal Development Interview**. This enables staff to see how their contributions link to the 'bigger picture' by giving staff personal objectives and targets and ensuring that they have the necessary skills and experience to achieve them.

How all these levels of planning come together is illustrated through 'Rossendale's Golden Thread'.

## Rossendale Council's Golden Thread

The 'Golden Thread' is a term that is used in local government to describe a clear flow of information from national priorities for improvement through to regional and local plans for improvement.

Having a strong 'Golden Thread' in place is important as it shows how each level of planning and action contributes to the next level. It also makes clear to Council staff how their jobs contribute towards achieving Rossendale 'Community Priorities'.

The diagram below describes how we make this work in Rossendale.



## **Improving the Council's data and information to support decision making**

Effective performance management is based upon the use of accurate and reliable data and information. This is used to help us to make decisions about how we can most effectively manage the services we provide, and also to account for their performance.

The Council is committed to using better quality data, on which it bases its decisions and policies, by adopting, voluntarily, best practice, and has set out how it will do this in the 'Council's Performance Management and Data Quality Strategy'.

This strategy, which is available on the Council's web-site, sets out our standards and objectives for data quality, together with the roles and responsibilities of staff, managers and Members in achieving these standards. It also shows how we will support staff in achieving these standards and how we aim to continually improve the quality of the Council's data and information.

The strategy is supported by an action plan that will also help the Council to ensure it continues to get quality data and put controls in place for the use of that data.

This provides a framework of management standards encompassing:

- The governance of data quality
- The policies and procedures for data recording and reporting
- The systems and processes in place to secure data quality
- The knowledge, skills and capacity of staff to achieve the data quality objectives
- The arrangements and controls in place for the use of the data

# ROSSENDALE'S PERFORMANCE MANAGEMENT FRAMEWORK

