



**NORTH  
NORFOLK  
DISTRICT  
COUNCIL**

# **Performance Management Framework**



**24 August 2022  
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## **Foreword**

The purpose of this document is to introduce North Norfolk District Council's (NNDC) Performance Management Framework, promote its communication and understanding, and to provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently.

As a Council, we are accountable for delivering in a complex and changing environment. Establishing and embedding effective Performance Management is critical to the successful delivery of the Council's Vision, Mission, Corporate Plan Themes and Strategies.

The Performance Management Framework sets out an enhanced and integrated approach that builds on our existing practice. The Framework is intended to support the links from our Vision, Mission, Corporate Plan Themes and Strategies with service delivery for Departments and Teams and individual goals.

We are committed to implementing an organisation-wide planning and performance management culture that exemplifies high levels of trust, honesty, and transparency, enabling us to celebrate success but also identify areas for improvement as early as possible to establish effective remedial action.

In a climate of increased uncertainty alongside opportunities to innovate, this framework is considered critical to our future direction and progress as an organisation; it provides essential guidance by articulating our performance management objectives and approach.

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Chief Executive  
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## Introduction

Strong performance management and a culture of striving for continuous improvement and high standards of service delivery through corporate learning and a willingness to reflect and learn lessons from what goes well and not so well alongside reviewing best practice from elsewhere, should underpin North Norfolk District Council's vision of wanting to make North Norfolk an even better place to live, work, do business and visit.

The Council has had a Performance Management Framework since 2007, and whilst this has periodically been reviewed and updated, there has not been a fundamental review of the principles underpinning the framework.

This revised framework shows the relationship between the outcomes the Council wants to achieve, and the inputs, processes and outputs required to achieve those outcomes, assist in its communication and understanding and provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently.

Performance management is central to achieving the Council's vision and delivering our mission for the residents, businesses and communities of North Norfolk:

**Vision - making North Norfolk an even better place to live, work, do business and visit**

**Mission - Engaging with our communities to create a fair, welcoming and inclusive North Norfolk where everyone can thrive and secure quality homes, good jobs whilst protecting and conserving our environment and delivering a sustainable future**

Effective performance management comes from the Council having a clear idea of what we want to do, where we want to get to, what impact we want to have and how we will do that. For the Council, this starts with our Corporate Plan and Delivery Plan.

Public services in North Norfolk, as elsewhere, are facing a range of challenges. Performance management helps us make informed choices about how to respond to these challenges and measure the impact of our decisions and performance. We review our progress against our corporate priorities:

**Local Homes for Local Need -**  
*residents have access to a home they can afford*

**Boosting Business Sustainability and Growth -**  
*support new job-creating investment which strengthens and broadens the business base and employment opportunities*

**Customer Focus -**  
*customers are at the heart of everything we do*

**Climate, Coast and the Environment -**  
*tackling climate change and reducing the Council's carbon footprint*

**Quality of Life -**  
*improving the wellbeing of older people and providing and supporting facilities and activities which improve local people's mental and physical wellbeing*

**Financial Sustainability and Growth -**  
*work smarter in maintaining the Council's sound finances whilst delivering better for our residents and communities*

This Performance Management Framework sets out how we manage the performance of the Council. The framework ensures that there is a consistent, streamlined and joined-up approach to performance across the Council. It sets out:

- the purpose and scope of performance management
- how our culture underpins our performance management
- the elements that make up our performance management system
- the roles of our Councillors, our employees, our residents and businesses
- our Key Performance Measures (KPMs)
- the procedure for adding and removing KPMs
- a KPMs quality standards checklist

## What is Performance Management?

### Performance management focuses on outcomes

Increasingly, the Council is faced with having to deliver more for less – i.e. seeing increased demand for its services against a background of less money. In these circumstances, strong performance management needs to be seen as a key tool, integrated into policy making and management processes, in transforming practices to focus on achieving improved outcomes for the district.

Performance management requires an ongoing commitment to assess needs and improve service delivery, quality and outcomes. Traditionally local authorities have measured outputs and inputs, efficiency and overall effectiveness. Such measurement and reporting is a critical component of performance management. However, measuring and reporting on their own have rarely led to organisational learning and improved outcomes. Effective performance management systematically uses measurement data to facilitate learning and improvement; to embed a focus on outcomes; and evidence improvement.

### Performance information provides the facts for leaders to act on

Better information enables elected representatives, leaders, managers, residents and local businesses to:

- recognise success;
- identify problem areas;
- respond with appropriate actions; and
- learn from experience and apply that knowledge to better serve the public.

A good framework of performance measures provides factual information which can be used in making decisions for the planning, budgeting, management, and evaluation of the Council's performance, allowing residents to see what they are getting for their money and enabling the Council to assess if objectives are being met and learn how to achieve them more effectively and at a lower cost.

## Components of Performance Management

Performance management begins with setting priorities that are relevant to Corporate Plan themes, taking account of stakeholders' needs and expectations. It provides a focus for the Council's resources and establishes a direction of travel that will deliver results and provide the greatest contribution towards achieving the desired outcomes.

The Council's elected members, staff and partners at all levels need to develop an understanding of the public's needs and expectations, including at a local level, and incorporate these into decision-making, by engaging with residents and businesses about what they want and need from the service provided.

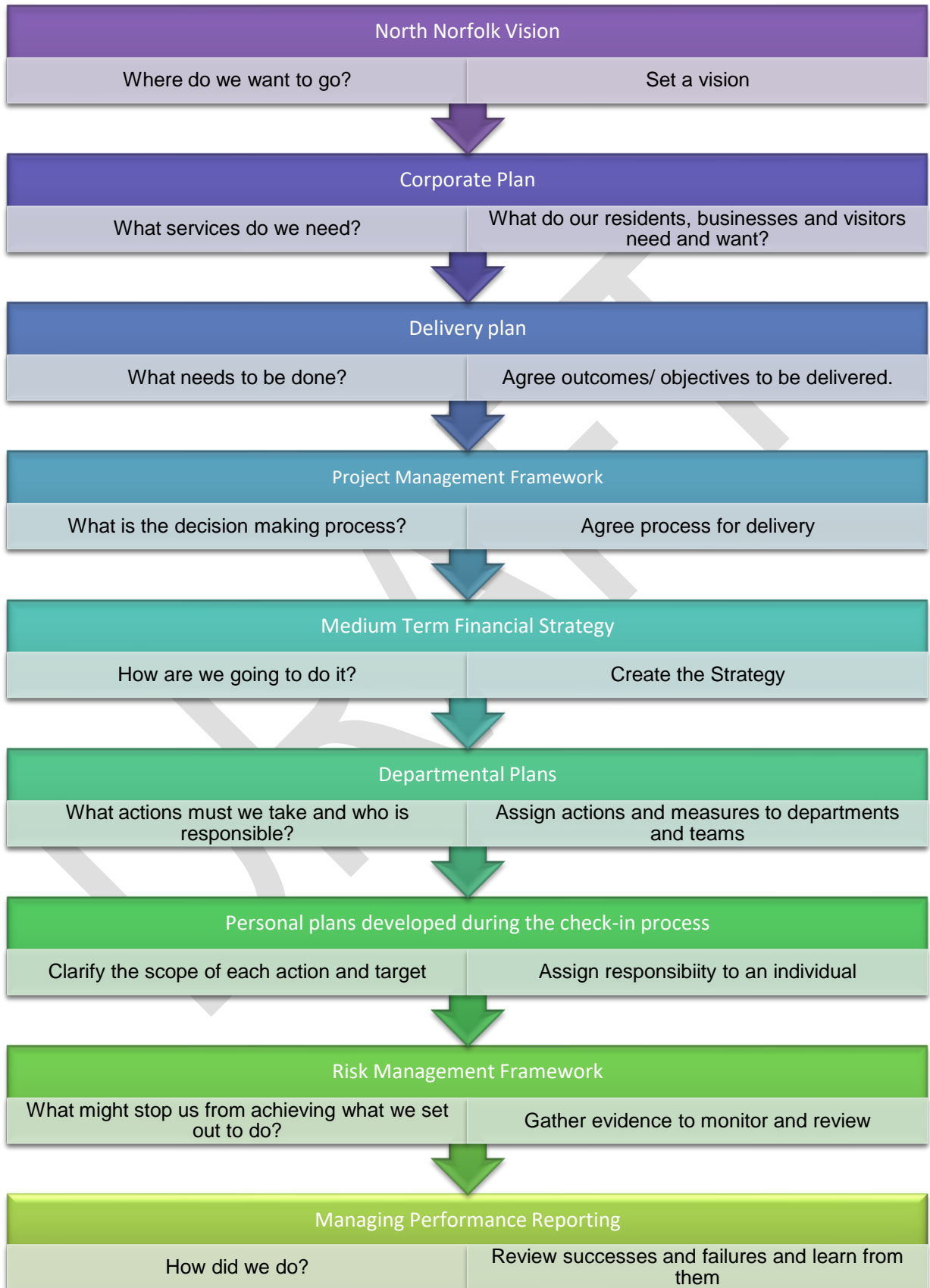
The Council needs to maintain a deep understanding of the legal, political, technological, economic, and operating context within which the council operates to achieve their objectives. The Council has a range of statutory obligations, while political commitments might change with each administration and new obligations also arise frequently in response to national and increasingly international issues – most recently in response to issues such

as climate change, the COVID pandemic, cost of living increases. Strategic planning should systematically address the organisation's purpose, internal and external environment, and value to stakeholders, and it should be used to set long-term aims. In addition to setting direction, performance-driven strategic planning enables the Council to evaluate performance in relation to objectives, so information on past performance can inform and help improve future performance.

## **Performance Management Plans**

- **The Corporate Plan (where do we want to go?)**  
A four-year plan that sets out the Council's medium-term vision and priorities and the outcomes it hopes to achieve for North Norfolk's communities within the resources available. This is turning local political ambitions as outlined to residents through party manifestos at the four yearly Full Council elections into policy and delivery.
- **The Delivery Plan (what needs to be done?)**  
A regularly reviewed plan which sets out the key delivery outcomes and activities for the whole Council, and supports the delivery of the Corporate Plan
- **The Medium Term Financial Plan (how are we going to do it?)**  
A plan which sets out the Council's strategic approach to the management of its finances and how it will allocate available resources to strategic priorities and deliver planned outcomes. The MFTP is reviewed annually.
- **Department/Team Plans (what actions must we take and who is responsible?)**  
Annual plans that act as the interface between the Corporate Plan and service delivery – turning ambition into delivery. They set out the operational activities that will be undertaken to ensure the priority outcomes are met. Integrated within these plans are relevant performance measures and delivery plan actions.
- **The Quarterly Check-in process (what actions must we take and who is responsible?)**  
These is a compulsory process which includes reviewing progress and agreeing personal objectives for each individual member of staff. These are agreed between staff and their line manager once each quarter. Agreed targets must be monitored throughout the year. These plans also set out the development activities that are deemed necessary to assist officers to successfully achieve their agreed targets and should make clear reference to which performance indicators and actions the individuals contribute towards.

The diagram below shows how the vision for North Norfolk reaches into all parts of the Council so that each person in the authority can make a contribution to achieving the vision.





## The Business Planning Cycle

These documents are the parts of a cycle of activity that needs to be undertaken and repeated on a regular basis as set out below. The diagram shows the cycle of activity involved in business planning and performance management. The following table provides further information to explain each stage of the steps.



<b>Step 1</b>	<ul style="list-style-type: none"> <li>• Assess the needs of residents, customers and businesses and communities.</li> <li>• Use needs assessments, consultations, feedback, complaints etc. to assist</li> </ul>
<b>Step 2</b>	<ul style="list-style-type: none"> <li>• Set a vision and priorities to be clear on direction.</li> <li>• Use the results of Step 1 to assist.</li> </ul>
<b>Step 3</b>	<ul style="list-style-type: none"> <li>• Set SMART objectives with measures of success and associated targets.</li> <li>• Objectives and targets should be Specific, Measurable, Achievable, Relevant and Time-bound.</li> </ul>
<b>Step 4</b>	<ul style="list-style-type: none"> <li>• Create plans to achieve objectives with resources required.</li> <li>• Plans may include: Directorate, department, team and individual plans.</li> <li>• Consider the resources required to meet objectives. Resources may include people, money, time, property, etc.</li> <li>• Ensure projects engage with the Performance Management Framework</li> </ul>
<b>Step 5</b>	<ul style="list-style-type: none"> <li>• Consider what might prevent the objectives being met.</li> <li>• Put mitigation in place or amend plans</li> </ul>
<b>Step 6</b>	<ul style="list-style-type: none"> <li>• Use performance data, achievement against targets, project and action reporting, complaints, feedback etc. to assess progress against the objectives set.</li> <li>• Self assess progress towards individual and group responsibilities</li> </ul>
<b>Step 7</b>	<ul style="list-style-type: none"> <li>• Use what is learned from Step 6 to revise your plans and keep on track.</li> <li>• Use the learning from the whole process to set the next Vision and objectives.</li> </ul>

## A strong performance management culture - Values and Behaviours

In addition to what we do – our vision and strategy, it is important to consider how we do it – our values and behaviours/principles. Alongside the setting of the vision, objectives, and development of plans our set of values needs to be reviewed and implemented. These values should be consistent with and complementary to the Vision.



To build on these values a set of behaviours has been developed to demonstrate to staff what those values mean in terms of how we work and achieve our vision. The proposed behaviours are listed below with an outline for each of the behaviours expected when carrying out business planning and performance management.

**Putting customers first** - goals or targets which are challenging but achievable and realistically reflect the level of funding and resources available – so that we deliver the best possible outcomes for the people of North Norfolk. Services do not shy away from setting a goal or target when it would be appropriate to do so; and that elected members and management also recognise that goals and targets can change as the situation requires.

**Being adaptable** – performance management adapts to the needs of each service including the legal, regulatory and policy frameworks of each area; as well as the needs of the authority. Where possible, departments are flexible in working together to adopt common reporting arrangements.

**Always improving** – a learning culture where performance management is used to understand what went well, what did not work as planned, and what could be done better. There is no blame culture; poor performance is not used to apportion blame to a service area; but is used to help recognise where things can be done better and work collaboratively to make that happen.

**Working together** – where possible, performance information is shared openly between people who need to or have a right to know; whether they are in another part of the Council or in a partner organisation. Information is shared by default, and not suppressed just because they may reveal something uncomfortable.

**Leading by example** – everybody works together collaboratively and recognises that they have a role in the Council’s performance management no matter where they are in the formal hierarchy; and everyone takes steps to ensure information is recorded accurately.

**Understanding how we work** – to ensure that performance reports and dashboards provide the right information to the right people at the right time. Departments work together in having a simple, consistent set of performance indicators to minimise duplication: write once, use anywhere.

All performance management processes including the business planning cycle, developing performance measures to the check-in process need to support and embed these behaviours. To ratify and update these values and behaviours will require regular review and implementation processes thereafter.

## Performance Measures

Measures can inform decision-makers on a wide variety of topics, including quantity and quality; efficiency and effectiveness; and impact. The performance information therefore needs to be accurate, timely and meaningful.

When developing performance information, it is important to keep things simple. Performance measures should add value: there is little purpose in developing large suites of performance measures, but it is important that the right measures are identified. Successful delivery of an outcomes-focused Corporate Plan depends on identifying the actions and interventions that will contribute best to delivering the desired outcomes.

Useful performance information depends on SMART measures i.e. Specific, Measureable, Achievable, Relevant and Time-bound. Measures should be clear and concise and easy for anyone with no prior knowledge of the area to understand.

### Types of Measure

Measures used to assess achievement at the Council are on four levels. A set of outcome/contextual indicators, Key Performance Measures (KPM), operational Management Measures and day-to-day service delivery measures.

Outcome indicators, or contextual measures, monitor broad social, health, economic and environmental indicators. They are indicators that the Council is interested in and to some extent can influence but does not have sole control over. They are indicators that will be useful in the business planning process when making decisions regarding the priorities of the Council.

The table below outlines the purpose of each level of measure.

## Outcome/ contextual indicators

Monitoring of broad social, health, economic and environmental indicators which provide "context" to what the Council does

Measures that NNDC is interested in and can influence, but does not have sole control over

Measures can be disaggregated and differentiated at various geographies.

Primary audience is Members, Cabinet, Public

## Key Performance Measures (KPM)

Lead measures of Council performance against strategic themes & objectives

Should allow comparison of NNDC performance against other authorities

Primary audience is Members, CLT, Public

## Operational Management Measures

Measures of Council performance against operational activity. Managed at department level but escalated where required

These are the measures that can positively influence delivery of KPM targets can positively influence delivery of KPM targets and outcomes

Primary audience is Members and senior managers

## Service measures

These are the measures that managers use to manage their departments on a day-to-day basis

Primary audience is Managers, Team Leaders and staff

Measures can also be categorised as follows. To ensure a balanced view of performance is achieved at every level a mix of the performance measure types below should be used where data is available.

- **Outcomes or contextual indicators** that our strategies can influence but not directly control and show whether or not people are better off in some way (e.g. long-term ones like life expectancy or short-term ones like unemployment). These measures should be reviewed as absolute numbers and percentages to give a full picture where the data is available;
- **Outputs** showing how much a service has delivered of something i.e. a quantity measure (e.g. businesses supported); and allows comparison with other local authorities or service providers, albeit seen with reference to the contextual indicators above in that no two areas are exactly the same
- **Inputs** demonstrating efficiency in our resource usage (e.g. savings delivered) or the quality of the input (e.g. % on time); and
- **Perceptions** showing what residents think of our services (e.g., respondents satisfied).

For longer-term goals, both leading and lagging indicators may be needed to ensure performance is on track. They tell the Council whether or not we are accomplishing our goals (lagging) and whether we are on the right track to accomplish future goals (leading). In general, leading indicators can be thought of as drivers, and lagging indicators can be thought of as outcomes.



The terms performance measures and performance indicators are often used interchangeably. However, there is a distinction. A performance measure is a quantifiable expression of the amount, cost or result of activities. By contrast, performance indicators provide a proxy where it is not feasible to develop a clear and simple measure.

The KPMs to be used in 2022/23 and onwards are presented in Appendix A. These have been through a development process since the Corporate Plan 2019-23 was adopted. The KPMs have been mapped against the six themes in the Corporate Plan, enabling the Council to monitor and manage performance in these priority areas. Other KPMs and Management Measures are continually in development following the process laid down in Appendix B. These new measures emerge due to the development, approval and implementation of new Council strategies.

## Benchmarking

The comparison of key performance data against other local authorities, other public and private sector bodies, allows us to put performance into context with similar services. It allows measurement of whether outturn is above average, average or below average and whether value for money is being secured for the investments made. It helps to evaluate our own position and should be undertaken regularly as part of effective performance management

activities. It also helps us to provide links between our levels of performance and any unique factors faced in North Norfolk. Benchmarking allows the Council to;

1. See how we fare against our peers, albeit recognising that no two local authority areas are exactly the same
2. Decide whether or not the areas where we don't do well relatively or appear to be overspending is important to North Norfolk District Council or our residents, communities and businesses; and then
3. Take action to improve performance by learning lessons from those authorities that are achieving high performance and/or low cost.

Types of performance benchmarks that allow comparisons to be made may include:

**Time** – comparing a month/quarter/year's performance with that of previously

**Standards** - comparing performance against a local, regional, national or statutory requirement

**Intra-service** – comparing performance of one internal department against another

**Inter-service** – comparing performance against other local authorities or public sector bodies

**External** – comparing performance against private sector organisations or other types of service providers

## Data maintenance

- All monthly performance measures will be updated by the 10th of the month following the end of the month including management progress reports/ action notes where performance is below target or going in the wrong direction where a target is not set.
- All quarterly performance measures will be updated by the 10th of the month following the end of the quarter including management progress reports/ action notes where performance is below target or going in the wrong direction where a target is not set.
- All annual performance measures will be updated by the end of the month following the end of the year including management progress reports/ action notes where performance is below target or going in the wrong direction where a target is not set.
- Progress in delivering all actions will be reviewed and updated at least quarterly.
- Actions should be developed, approved and implemented in compliance with the Project Management Framework.
- Exceptions may be made with prior agreement from the relevant Assistant Director.
- Data will be collected and managed in accordance with the Data Quality Policy.

## Reporting Framework

Our Cabinet and Overview and Scrutiny Committee receive and consider performance reports quarterly.

Reports contain information about each measure including:

- Red / Amber / Green (RAG) status (for the year-to-date).
- The actual value of the measure (for the year-to-date).
- Current targets (YTD).

- Direction of change in performance, showing whether performance is improving or deteriorating.
- Commentary on the measure. The commentary adds qualitative information about the service or circumstances the indicator measures. If the indicator is off target, it explains what action is being taken to return to target.

Progress in implementing the Delivery Plan is reported.

Reports contain information about each action including:

- Red / Amber / Green (RAG) status.
- Commentary on the indicator. The commentary adds qualitative information about the action. If there is an issue with the action it explains the issue and explains what action is being taken to return to ensure delivery.
- The officer responsible for the action.
- Start date – when the action actually started.
- The planned due date.
- The estimated end date/ completion date – the date the officer responsible expects the action to be completed or, where the action has been completed, the date that occurred.

Overview and Scrutiny Committee receive benchmarking reports based on the LGInform benchmarking data quarterly. Management reports are provided where measures are in the worst quartile compared to our CIPFA nearest neighbours group of local authorities. The measures monitored are reviewed and updated every six months.

Full Council receive Portfolio Holder Reports giving detail about the operational performance of the Departments in their portfolio. The reports include; Progress on Portfolio Matters, Forthcoming Activities and Developments and Meetings attended.

Development Committee reviews the performance of Planning caseload on a monthly basis.

Our Committee meetings are open to the public. We record and publish them on our YouTube channel.

Corporate Leadership Team review monthly the performance of all Key Performance Measures and all Management Measures on an exceptions basis.

Management Team will review all Management Measures on a monthly basis.

## **Transparent Communication**

We commit to being accountable to our residents and businesses. We publish our performance information on public websites and social media, so that people can review our performance.

- Visit the Council section of our website to read our Corporate Plan and performance reports. Performance reports are provided to Committees which are published and discussed publicly. These are available on the Council's 'Agenda and Minutes' pages.
- The progress in achieving the Corporate Plan and implementing the Delivery Plan is presented in an accessible and user friendly way on our Performance Portal, accessible from our website.
- LG Inform is the local area benchmarking tool from the Local Government Association. All English councils submit statutory data returns to the Government. This website draws together this data and statistics from other sources. This allows comparisons and benchmarking by region, county or district.

- Norfolk Insight is a shared knowledge base for Norfolk. It enables users to access and share information and research for deeper insights about their local area.
- We share information about our performance via social media. This includes our corporate Twitter feed and Facebook page. Councillors also share information on their own social media accounts.

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## Roles and Responsibilities

Within the Council roles and responsibility for Performance Management are as follows:

<p>All Councillors (Full Council)</p>	<ul style="list-style-type: none"> <li>• Set corporate priorities and outcomes at annual budget setting meeting of Full Council</li> <li>• Contribute to the formation and challenge of policies, budget, strategies and service delivery</li> </ul>
<p>Cabinet</p>	<ul style="list-style-type: none"> <li>• Defines corporate priorities and outcomes</li> <li>• Oversees performance management culture and system</li> <li>• Selects and approves addition and removal of strategic KPMs</li> <li>• Reviews and approves Performance Management Framework</li> <li>• Tracks progress against corporate priorities quarterly using strategic KPMs</li> <li>• Considers whether performance is at an acceptable level</li> <li>• Seeks to understand the reasons behind the level of performance</li> </ul>
<p>The Leader of the Council</p>	<ul style="list-style-type: none"> <li>• Senior Member responsibility for Performance Management and is Member Performance Management Champion</li> </ul>
<p>Cabinet Members/ Portfolio Holders</p>	<ul style="list-style-type: none"> <li>• Responsible to Full Council for operational performance and delivery of the departments within their portfolio</li> </ul>
<p>Overview and Scrutiny Committee</p>	<ul style="list-style-type: none"> <li>• The constitution of the Council states that 'monitoring the performance of services provided by or to the Council;' is part of the role of the Committee</li> <li>• The committee reviews the performance reports provided to Cabinet and the decisions made as a result and makes recommendations to Cabinet</li> <li>• The Committee reviews benchmarking data and make requests for further information or recommendations to Cabinet</li> </ul>
<p>Development Management Committee</p>	<ul style="list-style-type: none"> <li>• Responsible for reviewing the performance of Planning departments on a monthly basis and making suggestions to management or recommendations to Cabinet.</li> </ul>
<p>Corporate Leadership Team (CLT)</p>	<ul style="list-style-type: none"> <li>• Responsible for delivering our corporate priorities.</li> <li>• Tracks achievement of corporate priorities, focussing on Strategic KPMs</li> <li>• Monitors and manages performance</li> <li>• Challenges slippage</li> <li>• Identifies remedial action</li> </ul>

	<ul style="list-style-type: none"> <li>• Agrees actions to overcome problems and changes to timescales</li> <li>• Ensure actions are developed, approved and implemented in compliance with the Project Management Framework</li> </ul>
Chief Executive and Directors	<ul style="list-style-type: none"> <li>• Have senior management responsibility for performance management and are the officer Performance Management Champions</li> </ul>
Management Team	<ul style="list-style-type: none"> <li>• Review all Management Measures, including exceptions, on a monthly basis and recommend action to Managers and CLT.</li> </ul>
Service Managers Group (including Performance Management Themed Group)	<ul style="list-style-type: none"> <li>• Manage performance of their departments as appropriate according to risk and priority</li> <li>• Translate corporate priorities into team outcomes, strategies and action plans</li> <li>• Develop, obtain approval and implement actions in compliance with the Project Management Framework</li> <li>• Develop milestones, targets and responsibilities</li> <li>• Ensure staff have the right training and tools</li> <li>• Link team performance to individual performance</li> <li>• Extract and process information from data systems and other sources</li> <li>• Quality assure data and KPMs produced by Departments and external contractors</li> <li>• Ensure that Information Asset Registers are complete and up-to-date</li> <li>• Track progress against departmental plans</li> <li>• Assess and communicate the impact of services</li> <li>• Analyse and investigate issues, to understand them and identify appropriate remedial action</li> <li>• Report performance to Committees</li> <li>• Responsible for developing and implementing processes to embed performance management into the culture of departments.</li> </ul>
Internal Audit	<ul style="list-style-type: none"> <li>• Audits Performance Management Framework and KPMs regularly.</li> <li>• Undertakes sample tests of KPMs</li> </ul>
Corporate Delivery Unit	<ul style="list-style-type: none"> <li>• Edits and communicates revisions of the framework and KPMs</li> <li>• Maintains a register of KPMs</li> <li>• Manages the performance management system</li> <li>• Extracts and processes information from data systems and other sources</li> <li>• Quality assures data and KPMs produced by departments</li> </ul>

	<ul style="list-style-type: none"> <li>• Supports CLT to produce performance reports for Cabinet, including technical commentary on suitable indicators and interpretation of trends</li> <li>• Extracts and analyses data in response to performance issues and investigations</li> </ul>
All employees	<ul style="list-style-type: none"> <li>• Identify actions required to achieve priorities and objectives</li> <li>• Identify measures and set targets for achievement of desired outcomes</li> <li>• Identify risks to achieving good performance and manage them</li> <li>• Record data using Council systems</li> </ul>

## Equality Impact Analysis

Considered and not required. Guidance on monitoring Equality Impact is provided in the Equality Impact Assessment Monitoring Guidelines available on the Intranet.

## Implementing the Framework

Using this framework we will:

- provide clarity to our stakeholders on our vision, strategic outcomes and objectives;
- demonstrate how we set our delivery priorities and how we will measure our success are also described across the framework;
- ensure that information will be made available and accessible to the public through appropriate channels;
- develop Team Plans through engagement with departments bringing together all key service information, including finance, risk, human resources and change activity, into one plan within the performance management system to ensure integrated planning is delivered;
- show staff how their roles contribute to delivery of our priorities and specific activity is reflected in their personal objectives. This there is a strong link between personal objectives and the actions and measures in the Corporate Delivery Plan and team plans which in turn are linked to the strategic objectives in the Corporate Plan;
- identify success and performance measures within the team planning process and clearly demonstrate delivery of objectives and strategy. This ensures the alignment between departments actions/activities and performance measures;
- develop measures which are corporately owned (shared), not siloed, to individual service areas. The Corporate Plan is a collective plan and therefore the measures used to report progress against this should also have a shared ownership, to ensure a one Council approach, hence many key performance measures (KPMs) being at a Council level;
- include a blend of operational, strategic and outcome measures ensuring the business-as-usual activity is addressed as it supports delivery of strategic measures and core actions as well as supporting staff visibility to their personal objectives;

- link and consider finance, risk, workforce and performance indicators collectively to ensure interdependencies are captured and consistency in approach to reporting;
- agree appropriate relevant performance targets which are set in consultation with members, partners, staff and reviewing previous performance simultaneously setting action plans to achieve the target;
- use, where appropriate, performance indicators to monitor current risk levels against risk appetite;
- create a framework which is responsive, and indicators can be added/ removed to reflect changing priorities. If actions are completed, and new actions need to be considered, departmental team plans will be updated to ensure they are kept 'live' and not seen as being a start to end process, rather it is a continuous improvement cycle. Likewise, with performance measures, if they need to be reviewed due to, for example, national drivers or key local issues, this should be considered and raised as applicable, not waiting until a 'refresh' of the framework; and,
- provide transparent and accessible performance data which is used to drive day-to-day activity, enabling ownership and a sense of responsibility at all levels within the Council.

As a result of implementing the Framework using this approach, and through strong performance management rather than just performance reporting, we can clearly see whether our performance is improving.

## **Review Process**

The framework will be reviewed at least every four years and approved by CLT and Cabinet. Overview and Scrutiny Committee will recommend any changes to the framework. The Internal Audit Team audits the framework periodically. Corporate Delivery Unit officers edit and communicate revisions of the framework in response to Audit, Overview and Scrutiny, Councillor, Director and officer group recommendations. These minor revisions will be approved by the Chief Executive.

## **Distribution and Amendment**







This policy will be available to all staff and Members on the Records Centre on the Intranet and will be published on the Council's website.






## **Related Documents**

Corporate Plan 2019-2023 and Delivery Plan  
 North Norfolk Performance Portal - <https://northnorfolkperformance.inphase.com/>  
 Managing Performance Reports to Cabinet and Overview & Scrutiny Committee  
 Risk Management Framework  
 Corporate Risk Register  
 Partnership Governance Framework  
 Project Management Framework






## Symbols

### Indicators and Measures

Performance	
	Performance better than target
	Performance just off target
	Performance worse than tolerance
	No information
	Missing comparator
	No actual value
-	Measure is a quarterly measure so there is no data reported for this month

Direction of Change	
	Value Increasing (Smaller is Better)
	Value Decreasing (Smaller is Better)
	Value Increasing (Bigger is Better)
	Value Decreasing (Bigger is Better)
	No change

### Actions

	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
<b>n/r</b>	Not relevant as the action has previously been completed or is not yet due to start.
	The start date for the action is in the future
<b>not set</b>	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

## References

Cambridgeshire Performance Management Framework 2022-2023

Coventry Performance Management Framework 2021/22

Isle of Wight Performance Management Framework October 2021

Northern Ireland Audit Office – Performance Managements for Outcomes – A good practice guide for public bodies

Stroud District Council Performance Management Framework November 2021

Warwickshire County Council – Business Planning and Performance Management Framework

## Appendix A: Key Performance Measures (KPMs)

Corporate Plan Theme	Outcome/ contextual indicators	Key Performance Measures (KPMs)
Local Homes for Local Need	Affordability indicator Number of new homes built of all tenures	Number of affordable homes built Number of long term empty homes Numbers on the Housing Register
Boosting Business Sustainability and Growth	Percentage of newly born businesses surviving three years Employment rate of residents aged 16 to 64 Claimant count of residents age 16+, as a proportion of residents aged 16 to 64 Number of visitors to North Norfolk Value of visitors in North Norfolk	Number of businesses supported
Customer Focus	<i>Levels of customer satisfaction measured through formal surveys or feedback mechanisms</i>	Number of Ombudsman referral decisions Number of Ombudsman referral decisions successful outcomes for the Council Number of complaints Number of compliments
Climate, Coast and the Environment	<i>Carbon footprint of North Norfolk</i>	Council carbon footprint Number of trees planted
Quality of Life	Review of Annual North Norfolk Health Profile Percentage of people active in North Norfolk Index of Multiple Deprivation average score Crime rate per 1,000 population <i>Life expectancy at birth (females)</i>	Level of investment made in upgrading public conveniences Number of Changing Places facilities provided Participation at Council Sporting Facilities Number of Blue Flag beaches Number of Green Flag open spaces

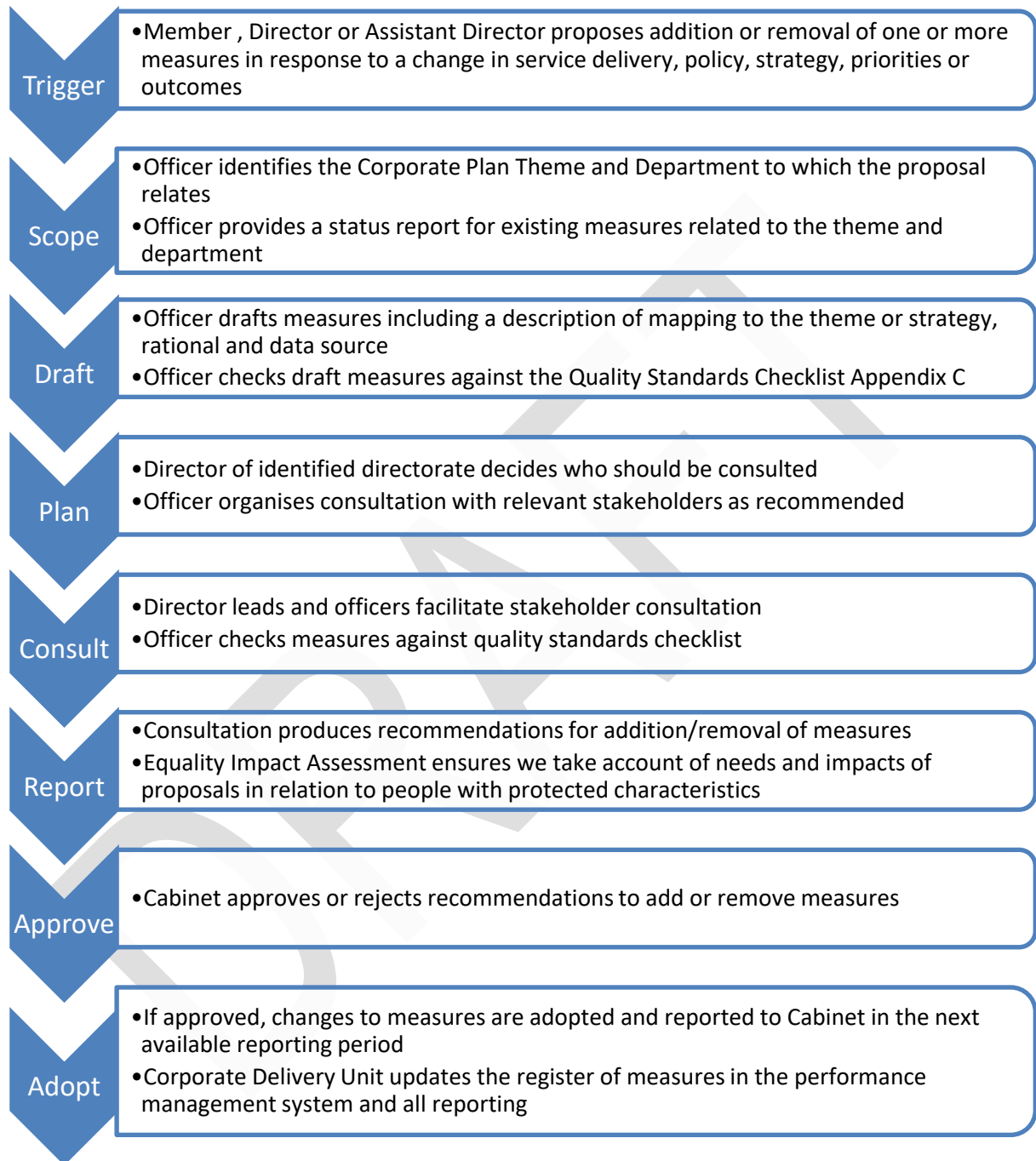
Corporate Plan Theme	Outcome/ contextual indicators	Key Performance Measures (KPMs)
	<i>Life expectancy at birth (males)</i>	
Financial Sustainability and Growth		Balanced budget Band D Council Tax

*Measures/ indicators under development.*

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## Appendix B: Procedure for adding and removing Key Performance Measures (KPMs)



While the main steps of this process, on the left, should be used for developing all measures, managers are not required to carry out all the actions on the right hand side for operational Management Measures or service measures. The process used can be tailored o the level of the measure.

## Appendix C: Performance measures quality standards checklist

Performance measures are produced by the Corporate Delivery Unit, departments and external contractors. This checklist is used for assuring the quality of our performance measures.

Measure	Data	Balance	Presentation
Does the measure measure a relevant priority, strategy, or outcome?	Is the data included in the relevant information asset register?	Are the measures balanced? (input, output, outcome, perception)	Are the measures being reported in the best way to provide clear and meaningful information for stakeholders?
Is there a comparator?	Is the data source reliable?	Do the measures have an optimal number to be fit for use?	Should a target be used?
Are the calculations used to produce the measure accurate?	Is the data sufficiently recent?		If used, is the target appropriate and not likely to cause bias?
	Is a time series available if needed?		

## Document Information and Version Control

This framework will take effect from 1 October 2022.

The master copy of this document, a record of review and decision-making processes will be held by the Corporate Delivery Unit. All documentation will be available for audit as necessary.

This policy will be available to all staff and Members on the corporate document register on the Intranet.

Document Name	Business Planning and Performance Management Framework
Document Description	Framework
Document Status	Under Review
Lead Officer	Helen Thomas
Sponsor	Lynda McElligott
Produced by (service name)	Corporate Delivery Unit
Relevant to the services listed or all NNDC	All NNDC
Approved by	Cabinet
Approval date	6 September 2022 subject to approval by Cabinet
Type of document	Procedure/ Protocol/
Equality Impact Assessment details	Not required
Review interval	Every 4 years
Next review date	

Version	Originator	Description including reason for changes	Date
1		First version	January 2007
V01.01		Minor updates	26 <sup>th</sup> March 2010
V01.51		Review first draft	2 <sup>nd</sup> November 2011
V01.52		Review second draft for consultation	4 <sup>th</sup> November 2011
V02.00		Final for approval	17 <sup>th</sup> November 2011
V02.01		Reviewed subsequent to development of the Annual Action Plan 2012/13 and revised management structure	26 <sup>th</sup> March 2012
V02.02		Minor amendments at Performance and Risk Management Board Approved by Cabinet 14 <sup>th</sup> May 2012 and Full Council 30 <sup>th</sup> May 2012	27 <sup>th</sup> April 2012
V02.03		Minor amendments approved by Heads of Paid Service	July 2017
V03.01	Helen Thomas	Full review	31 March 2022
V03.02	Helen Thomas	Minor amendments to integrate references to the Project Management Framework	8 April 2022
V03.03	Helen Thomas	Incorporating revised values	11 August 2022
V03.04	Helen Thomas	Incorporating amendments from Managers Group (Performance Management Themed Group) and Management Team. Added	16 August 2022

Version	Originator	Description including reason for changes	Date
		Foreword. Added Full Council and Development Committee reporting and responsibilities.	
V03.05	Helen Thomas	Amendments from the Chief Executive and other minor amendments	24 August 2022

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