

## **Section 7 - The Council's Performance Management Framework**

**The Council is committed towards improving the services it delivers to the people who live, work and visit Rossendale. Embedding an effective performance management framework throughout the Council will enable us to continually check whether we are achieving our stated ambitions by turning our plans for the improved delivery of services into action on the ground.**

Performance Management is regarded as a high priority in Rossendale and the Council is committed towards the continual improvement of its performance management framework and the continued development of a performance management culture, both throughout the Council and also in its work with partners.

The Council has recognised the fundamental importance of having a robust Performance Management Framework in place in order to monitor its progress towards achieving Rossendale's corporate vision and objectives. It does this by continually checking that it is turning its plans for improvement into real outcomes that are valued by our customers and that they both expect and deserve.

The Council has worked hard with staff, elected Members and a range of stakeholders to develop a robust performance management framework for the Council that balances national, regional and local priorities. It has agreed its Vision & Mission, building upon the foundations laid during 2004 with the adoption with the Local Strategic Partnership's Vision: 'Rossendale Alive' and the contribution of the Council's Mission of 8 x 8 by 2008. The framework continues to evolve and improve and clearly states the priorities and objectives that the Council is striving to achieve.

Rossendale's Performance Management Framework is built around eleven objectives, five of which are shared with the LSP and three of which are internal to the Council's improvement. This framework, as shown on [page xxxx](#) forms the strategic level of 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 Corporate Improvement Plan is the Council's primary strategic planning document and forms the backbone of the Council's Performance Management Framework. It shows the Council's 3 year goals – a clear set of actions that show what local people can

expect to get better and by when. At the operational service level, the Council's Eight Business Plans show the contribution that they will make to the corporate, community & the Lancashire Local Partnership's Local Area Agreement goals and targets with Team Action Plans supporting specific projects contained in Business Plans.

This Framework enables the Council to lead with a clear focus and show how it is directing its resources and energy on achieving better outcomes for the community by delivering national, regional and local priorities in a way which best meets their needs.

A culture of performance management is becoming embedded throughout the Council as national, regional and local priorities are translated into action plans and cascaded down with performance information being used to target areas for improvement, monitor achievement of improvement and taking corrective action where necessary.

In this way the Council's Performance Management Framework clearly shows whether the Council is achieving the plans it has developed and set for the improved delivery of services into action on the ground, resulting in improved outcomes for local community.

### **Rosendale's Golden Thread**

Together, these inter-linked set of plans are used as a basis within Personal Development Interviews with all staff in every service area of the Council to help identify how their individual efforts contributes both to the 'bigger picture' and towards specific goals set in the Business Plan of their service area. Personal objectives and development needs are agreed within this context, - thus demonstrating the Council's 'Golden Thread' and completing the cycle as shown in the diagram overleaf.

## Rossendale's Golden Thread

**The Government's 'Shared Priorities'  
For District Councils**



**The Lancashire Partnership's  
Local Area Agreement**



**The Community Vision  
"Rossendale Alive"**



**The Council's Mission  
'8 x 8 by 2008'**



**The Council's 8 Objectives &  
Supporting Priorities**



**Service Level Objectives & Priorities  
of 8 Business Plans**



**Team Action Plans**



**Personal Development Interviews**

**Embedding a Performance Management Framework that is robust, transparent and accountable will clearly demonstrate the “Golden Thread” to all the Council’s stakeholders and will help:**

- **Members & Directors** to clearly focus on achieving strategic objectives and priorities, service quality, the needs of the community and leading and managing with a clear vision.
- **Heads of Service** to produce Business Plans that demonstrate how they will contribute to the Council’s & Communities Objectives and Priorities.
- **Council employees** will be able to make a direct connection between what they do, and how by achieving corporate and service priorities, they can benefit the community they serve.
- **The Community** and Council stakeholders will check, monitor and challenge the Council’s performance, looking at whether the Council is on track to achieve its priorities and whether it needs to direct greater effort into priorities that might be slipping.

### **The Council’s ‘Covalent’ Performance Management System**

To help improve the Council’s performance management arrangements and integrate key management processes the Council has been working hard to develop and implement its use of the Covalent **Performance Management System**.

Good progress has been made in using the system to collect, monitor and report upon a wide range of Best Value and Key Success Indicators and over the next year its use will be extended beyond a system that monitors performance information to one which helps managers, staff and members understand how the performance framework fits together and monitors progress against a wide range of aims and objectives.

The purpose of the continued application of the Covalent System is to:

- **To help understand the impact and links of actions in achieving community and corporate goals.**
- **Integrate the key management processes of performance and risk management**

- **To standardise the monitoring of achievement against goals and actions as set out in:**
  - **The Community Strategy 3 Year Delivery Plan**
  - **The Corporate Improvement Plan**
  - **The Council's Eight Business Plans**
  - **Action plans attached to key projects and strategies**
- **To collect , monitor and report upon progress towards targets against a wide range of Performance Indicators**
- **To widen access and understanding to the information mangers, staff, members and partners**
- **To provide timely and relevant management information for mangers, staff, members and partners**
- **To ultimately improve the councils performance in all areas.**

### **The Lancashire Partnership's Local Area Agreement**

Local Area Agreements (LAA's) present an opportunity to deliver services in partnership in innovative and exciting ways for the people of Lancashire. LAA's offer the chance to think creatively to achieve the priorities those are important to Lancashire and gain freedoms to enable us to deliver national outcomes in our localities. LAA's will merge funding streams from national government to achieve this. LAA's are part of the delivery mechanism for the Government's 10 year vision to devolve decision making and reduce the current number of targets and inspections.

A Local Area Agreement (LAA) is an agreement between central and local government about priority outcomes and targets which are important in a particular authority area and will be the process through which the community strategy will be delivered. Working through the Lancashire Partnership, it brings together funding streams and encourages agencies to co-ordinate planning and will transform service delivery by working in partnership.

In two tier areas such as Lancashire, the County Strategic Partnership is the body that will negotiate with Government Office North West and Lancashire County Council are the accountable body who will hold the merged funding streams. Rossendale Council has been playing a full role in influencing and shaping the agreement and has entered into a voluntary partnership working arrangement with our four East Lancashire neighbouring authorities to adopt a joint approach towards this.

The LAA is divided into 4 blocks:

- ⇒ **Safer and Stronger Communities**
- ⇒ **Children and Young People**
- ⇒ **Healthier Communities and Older People**
- ⇒ **Economic Development and Enterprise**

A 'Lead Officer' from RBC has been appointed for each of the blocks to liaise between RBC, the East Lancashire Authorities and the Lancashire Partnership and are currently participating in the on-going negotiations regarding the adoption of targets for each of the blocks shown above. Following such agreement RBC's contributions will be built into the Performance Management Framework.

**Diagrammatic Representation of the Council's Performance Management Framework**