

Folkestone

Hythe & Romney Marsh

Shepway District Council



SHEPWAY DISTRICT COUNCIL

PERFORMANCE MANAGEMENT FRAMEWORK

March 2017

Table of Contents

	Introduction	3
1.	Performance Management Cycle	3
2.	Service Planning & Accountability	5
3.	Why Manage Performance?	6
4.	Performance Pyramid	7
5.	Roles & Responsibilities	8
6.	Data Quality Strategy	10
7.	Corporate Plan	10
8.	Corporate Performance Reporting	11
9.	Service Plans	11
10.	Organisational Development	12
11.	Customer Services	13
12.	Financial Management	14
13.	Working with other Organisations	14
14.	Risk Management	15
15.	Open Data & Transparency	16
	Appendix 1 – The Council’s Performance Management Golden Thread	17
	Appendix 2 – Data Quality Strategy	18

Introduction

Effective performance management is critical to our success. We are faced with an immense and complex ranges of challenges, some externally driven (e.g. from central government) and some locally driven (e.g. corporate priorities and actions). These initiatives all rely on effective performance management and measurement for their success. Rather than add to the complexity of local government, performance management actually provides the framework to help link and underpin both national initiatives and the achievement of local priorities. It encompasses everything the Council does and is everyone's job.

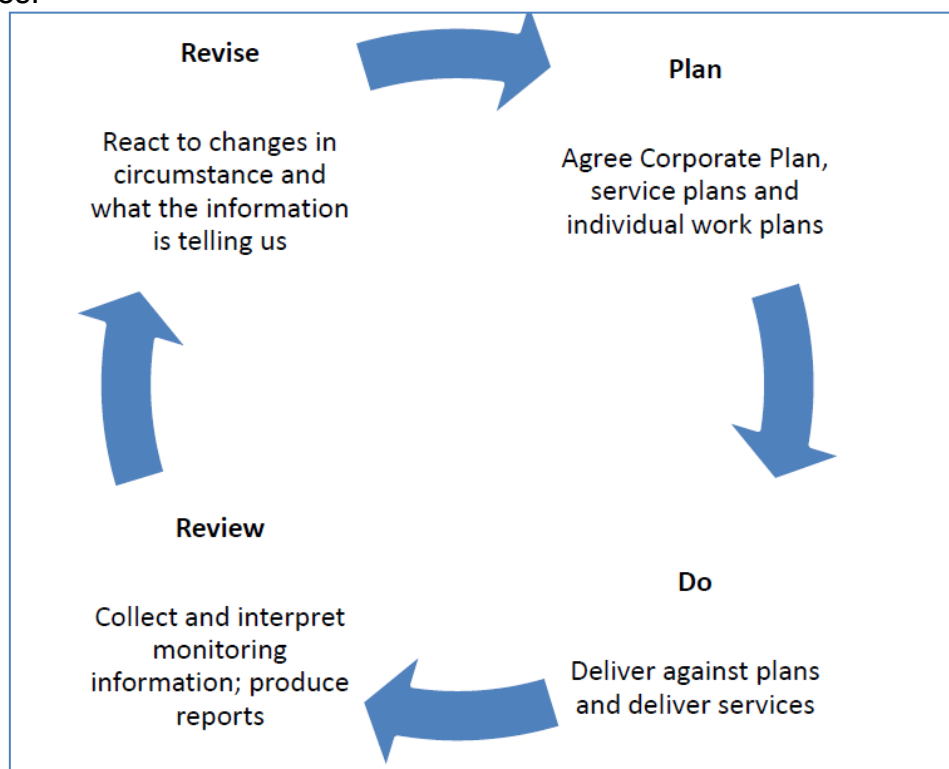
Performance management helps us to:

- Achieve our goals and priorities and, by extension, those of the local community
- Prioritise what gets done within the resources available
- Provide and demonstrate value for money
- Motivate and manage our staff
- Provide good services and satisfaction for users and local community
- Highlight and drive improvement across the organisation

Performance management comprises the systems, processes, structures and supporting arrangements established by management to identify, assess, monitor and respond to performance issues.

1. Performance Management Cycle

The diagram below shows the performance management cycle and explains each of the stages:



Plan: There are a number of different components within the council's Performance Management Framework that set out clearly what the council is aiming to achieve and how it will go about delivering its services and key corporate commitments. This includes:

- The council's Corporate Plan 2017-20
- The council's Medium Term Financial Strategy and annual budget setting process.
- Key strategic documents which form part of the council's policy framework and which are approved by council e.g. Core Strategy Local Plan.
- Service Planning – Service Managers and Heads of Service are responsible for developing service plans, which will ensure the council's statutory and discretion services are delivered effectively.
- Contracts – these define the agreed service delivery objectives between the council and the contractor, as well as define the service standards that need to be met.
- Project Management Documentation – the council operates a number of Project Boards for corporate projects and smaller project teams. The council ensures its project management arrangements are robust by using templates such as Project Initiation/Scoping Documents and Business Cases and Closure Reports to ensure that the objectives of a project are well defined and the deliverables/success measures are well articulated.
- Annual appraisals – council employees agree with their respective line managers a set of personal objectives for the year in terms of the work they will deliver, as well as personal development goals.

Do: During the course of the year, the council delivers its statutory and discretionary services, as well as time bound task and finish activities (i.e. projects). This work can be either strategic or operational. All of this activity needs to be managed effectively to ensure good performance across the organisation. This can consist of:

- Teams and officers within service areas will develop work plans to deliver the objectives in their service plans.
- Specific strategies and action plans may be developed and implemented for projects or emerging corporate priorities.

Monitor: The council regularly monitors the quality of its services and how successfully it is delivering its programme of work across the organisation. This is done in the following ways:

- Regular performance reports go to the Corporate Management Team and Cabinet, which allows them to review the corporate performance of the organisation and retain a 'corporate grip' over the delivery of organisational objectives.
- Service Managers and Heads of Service ensure their teams are delivering the agreed objectives, actions and targets in their service plans, as well as ensuring they contribute to the delivery of the corporate objectives.
- Regular meetings of Project Boards and Project Teams to review progress in terms of delivering against defined targets/milestones in project plans.

- Regular meetings between council officers and contractors to ensure third party service providers are delivering services to the required standard.
- All Shepway officers are responsible for monitoring their performance and this is done with regular 1-2-1 meetings with their line managers.

Review: The review element of the performance management cycle provides an opportunity to identify where things have gone well/badly and identify opportunities to improve for the future. The council can review its performance on a periodic basis in the following ways:

- Overview & Scrutiny – Regular performance reports are presented to the council’s Overview & Scrutiny Committee, which enables them to review council performance.
- Service Managers and Heads of Service will review the performance of their teams annually as part of the service plan development process.
- Individuals will review their performance through 1-2-1’s and as part of the formal appraisal process.
- Project closure reports provide an opportunity to evaluate the success of a project and identify areas for improvement.
- Internal Audit will periodically review the council performance reporting arrangements to ensure they are operating correctly.

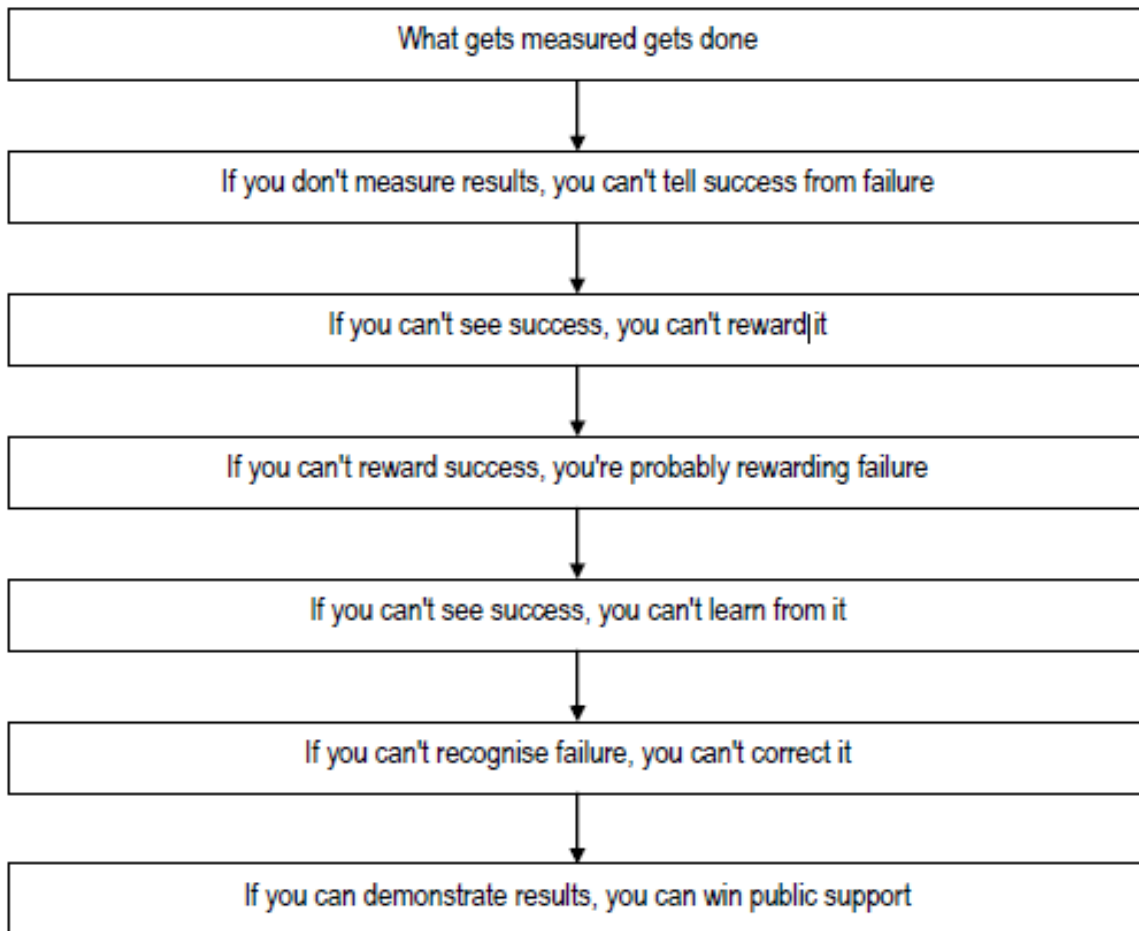
2. Service planning and accountability

The purpose of service plans is to clearly think about and document how we seek to achieve our objectives and priorities, as described in the Corporate Plan, in practical terms at service level. This is an opportunity for senior managers to discuss the detail of what needs to be delivered and how. This will include prioritisation, resource planning, action planning and performance monitoring.

It is important that the service plans are well-thought out and they focus on specific, measurable, achievable and realistic actions with appropriate timescales. This will be validated by the Corporate Management Team (CMT). The service plans are owned by the Service Managers and Heads of Service as they are responsible for producing them and for delivering them. They will be accountable for their performance in the year ahead through 1:1 meetings and the six-monthly reporting. If the plans are unclear and too detailed at the outset then the monitoring becomes over-complicated.

The plans should not reflect a wish list but instead should clearly set out the tasks that each service will deliver over the year within existing budgets and resources available to them, if nothing changes to resources and budget during the year then tasks will need to be re-prioritised.

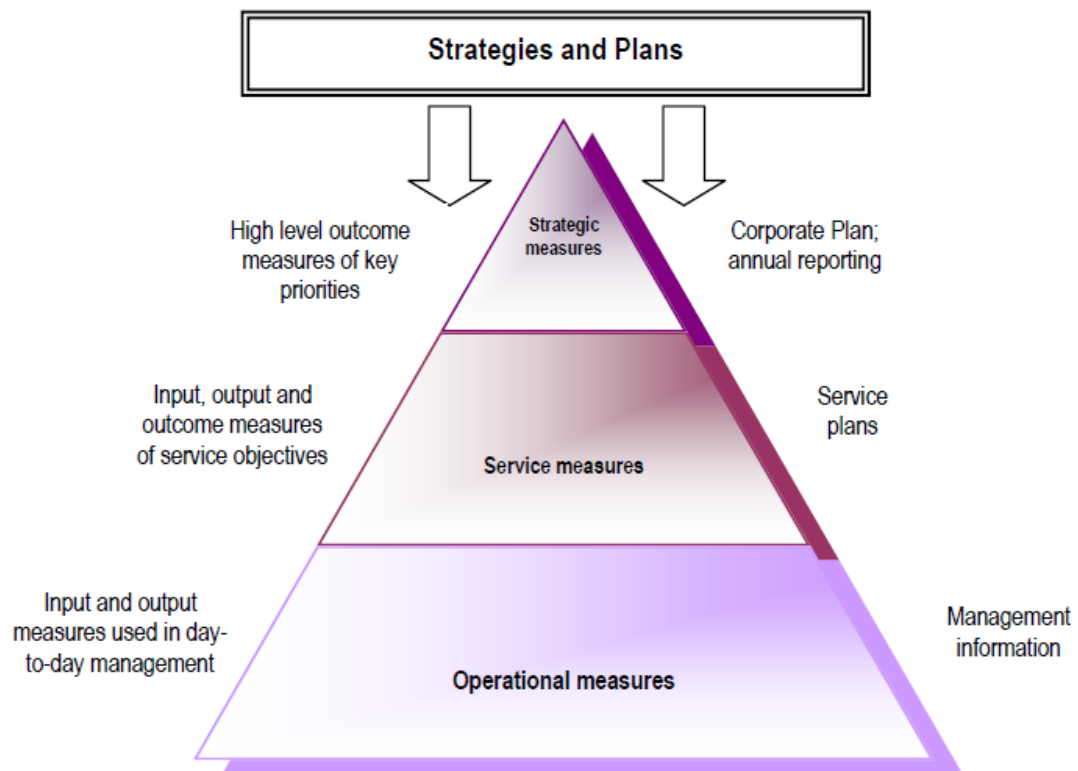
3. Why manage performance?



Source: Reinventing Government - Osborne & Gaebler

Performance should be managed at an individual, team, service, corporate and community level. To know what action to take, performance has to be monitored. To know how to judge performance, criteria must be agreed (aims, objectives and targets). There also needs to be a method of assessing performance against the criteria (performance measures). Applying this to our whole organisation requires a systematic approach - our Performance Management Framework.

4. Performance Pyramid



We use performance indicators and targets to measure performance. This is monitored regularly and reported. The purpose of regularly measuring, monitoring and reporting our performance is to take action in response to what we see. The ultimate aim is always to improve the quality of service delivery to local people rather than producing measures and reports for their own sake.

5. Roles and Responsibilities

The roles and responsibilities detailed below, describe how all council officers and members are involved in Shepway District Council's performance management.

Elected Members

The 30 elected councillors are ultimately accountable to the electorate for the overall performance of council services. In addition the council formally approves the Corporate Plan which details the strategic direction for the council.

Cabinet

Cabinet is the main decision making body (executive) for the council. Cabinet approves the Corporate Plan and monitors the progress in achieving the actions and objectives within the plan. Cabinet also receives quarterly reports on performance. Portfolio holders and Heads of Service are responsible for overseeing the performance of council services.

Overview & Scrutiny Committee

The role of Overview & Scrutiny Committee is to review the quarterly performance monitoring reports. They will challenge poor performance and hold Cabinet members and officers to account. The terms of reference of the committee state that its purpose is:

- To contribute to the development of, and review of, the Council's community plan, including the review of performance against targets.
- To review and scrutinise the executive's decisions, including prior scrutiny of proposed executive decisions and decisions made by committees and officers.
- To contribute to the development of the Budget and other financial strategies, and review the performance of the executive against the Budget and other financial targets.
- To contribute to, and review, the development of the Council's corporate management policies, including risk management and corporate governance policies and strategies, and to review the performance against targets, and review the effectiveness of the policies and strategies over time.
- To contribute to, and review, the Council's performance plan and performance management system.

Corporate Management Team (CMT)

Corporate Management Team purpose is to shape, translate, communicate and champion member objectives and customer needs into a deliverable strategy for the council. CMT will advise the council on corporate direction and initiatives. CMT has overall responsibility for ensuring that performance information used in decision making is 'fit for purpose' and reliable. As well as CMT approving the annual service plans, they also receive a six monthly progress report informing them of each service areas performance against their service plan priorities.

Operational Management Team (OMT)

Operational Management Team is the forum where Heads of Service and CMT direct reports meet to collectively discuss areas of overlapping concern. They will

collectively respond to CMT on the structure of the performance management framework and collaborate where appropriate to resolve performance concerns.

Heads of Service

Heads of Service are responsible for the overall operational performance of their services and the contribution to corporate objectives that their services make. They may be requested along with the appropriate service manager to explain performance issues to CMT, Cabinet or Overview & Scrutiny Committee. Heads of Service will work with the Policy & Improvement Officer to continuously monitor and review the performance of their services and take appropriate action to address any concerns raised.

Employees

All Shepway District Council staff are responsible for proactively planning and monitoring their own performance. Each member of staff will be set specific objectives as part of the appraisal process every year. This should identify actions and targets for the current year along with any relevant training/personal development needs. Formal procedures exist to address continual and serious cases of under-performance.

Residents and the local community

As a local authority, Shepway District Council has a duty to ensure that local people are able to monitor and review the council service's performance. This is done by publishing performance information on council services. Making data publically available provides residents and the local community the opportunity to hold the council to account for its performance.

Commercial Unit

The council uses a Commercial Unit to ensure best value in procurement activities and to monitor the delivery of the council contracted services.

Project Sponsors and Project Managers

For the bigger corporate projects, the council appoints a senior manager to act as Project Sponsor and an officer to act as Project Manager. The role of the Project Sponsor is to provide strategic direction and resolve major issues as they arise. The Project Sponsor is also accountable for the success of the project. The Project Manager oversees the day to day work on the project including the input of different team members and ensuring the appropriate documentation is maintained.

Leadership Support Team

The Policy & Improvement Officer in the Leadership Support Team has an active role in ensuring that the performance cycle is maintained and functions effectively for the organisation. This will be done by:

- Developing and periodically reviewing the council's corporate performance management framework.
- Ensuring corporate performance information is reported to senior management and councillors regularly.
- Publishing performance reports so the information can be scrutinised by members of the public.

6. Data Quality Strategy

The Council's Data Quality Strategy (Appendix 2) outlines the approach to improving data quality across the Council and provides a co-ordinated approach to ensure that the highest standards are being met.

The strategy outlines the steps necessary to maintain the highest possible standards throughout the data collection process, from inputting data into individual information systems, to setting up performance indicators and transferring data from the information systems into the performance management software system, to the publication of a robust set of performance data that is accurate and fit for external scrutiny.

7. Corporate Plan

The Corporate Plan 2017-20 sets out Shepway District Council's vision for improving the lives for all those who live and work in the district for the next three years.

The vision for Shepway is **'Investing for the next generation – delivering more of what matters.**

To help achieve the vision for the district, the council has six strategic objectives:

- More homes
- More jobs
- Appearance matters
- Health matters
- Achieving stability
- Delivering excellence

For each strategic objective, the council has committed to a number of priorities within the Corporate Plan. The priorities are monitored regularly to ensure they are being delivered effectively. A six monthly progress report is presented to Corporate Management Team and Members.

As well as providing an update on progress, the report aims to provide senior managers and councillors with key information, in particular with regard to:

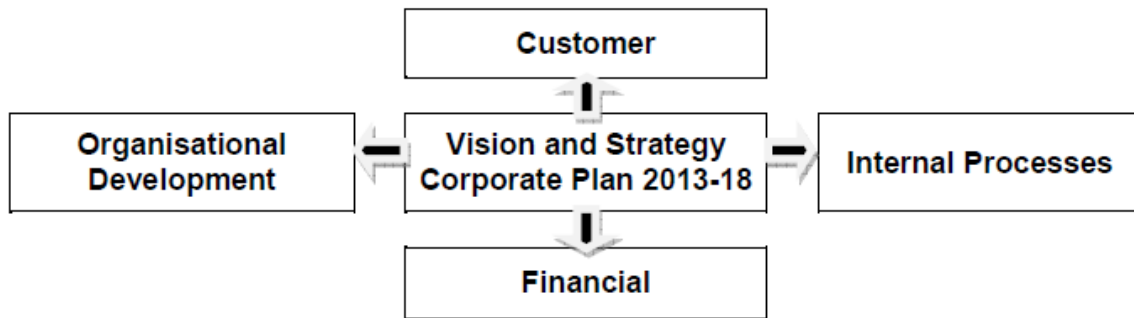
- Setting out what future activity is planned to deliver the priorities.
- Being clear about whether the council will miss, hit or exceed its priorities.
- Highlighting where the council may fail to meet its priorities and the reasons why.

8. Corporate Performance Reporting

Corporate Management Team and Members have approved a list of corporate performance indicators and key performance indicators. The performance indicators cover all the service areas in the council and provide a comprehensive overview of how well the organisation is delivering its core objectives.

The Policy and Improvement Officer co-ordinates quarterly reports for CMT and Members. This is for them to review the progress made against each performance indicator and ensure the council's performance management is timely and concise. The reports highlight areas of concern as well as what is going well.

The performance management report has flexible content so that members can request additional information or decide that certain information is no longer required to be reported.



Whilst the routine reporting of corporate performance information will be done quarterly, the council's performance reporting arrangements are sufficiently flexible to allow emerging issues and concerns to be quickly identified and addressed. These items can be reported to CMT by exception at any time.

9. Service Plans

It is vital that the objectives and priorities in the Corporate Plan are effectively communicated through the organisation. To achieve this each service area develops an annual service plan which includes:-

- Service priorities
- Performance indicators that will be monitored to deliver each service priority.

Service plans are reviewed every 6 months to monitor progress against the service priorities.

10. Organisational Development

An important part of the council's performance management framework is people management – attracting and developing staff with the right skills, knowledge and core competencies to deliver excellent services.

The starting point for all individual performance management is identifying how each officer's role fits with the wider objectives of the council commencing with the Corporate Plan and cascading down to service plans, team plans and individual workloads. The cascading also incorporates the council's vision, the core values of the organisation and the core competencies that are expected of staff, which shapes how officers are expected to work/conduct themselves in their role.

Service plans are linked to individual work plans and targets through the formal appraisal process. This process relates to all posts in the Council. This assists in ensuring that the achievement of targets by individuals is monitored and appraised regularly.

The process will incorporate:-

- Achievements since the last Personal Performance Review and comment on the extent to which the targets set have been achieved.
- A review of the skills, knowledge and experience required to do the job and the performance achieved in each of these areas. This should include reference to work quality, work quantity, interpersonal skills and communication skills. This will assist in addressing any gaps in job knowledge that may be affecting performance.
- Competency and the way in which tasks and objectives are achieved.
- The training, learning and development needed to support progress.
- Priorities and goals for the next 12 months should be set out in an action plan, which should be reviewed every 6 months to ensure it is still relevant.

The activity and performance of individuals should be frequently reviewed with informal 1-2-1's with their line managers. This is an opportunity to discuss the work programme for the individual and address any concerns.

Excellent or poor performance within the organisation is identified and addressed in the following ways:

- Issues relating to poor performance will be dealt with either by learning & development interventions, capability reviews or the disciplinary process.
- Excellent performance is recognised through the council's system of honorariums, accelerated progression through the salary scale or through the SDC Recognition Scheme.

The council is investing significant resources into its training and development programme for members of staff at all levels, this should have a positive impact on the performance of the organisation.

During 2017 work will commence on designing a new performance management framework for staff. This new framework will link performance to progression through the pay scale for the relevant post rather than the current process of automatic incremental progression.

11. Customer Service

One of the key components of performance management for the council is the overall quality of the service provided to the customer and the customer's perception of the council. The council manages the customer service element in the following ways:

Customer Charter

The Shepway District Council Customer Charter sets out the council's commitment to customer service for its residents.

Customer Service Excellence Accreditation

Customer Service Excellence is an accreditation tool to drive customer focused improvement in service delivery. It does this by assessing an organisation's service delivery to both external and internal customers.

As part of the accreditation all council services have been assessed and have achieved the CSE award. The accreditation is for a three year period and services are reassessed every 12 months to provide an opportunity for continuous improvement.

Customer Satisfaction

A number of service areas across the council monitor customer satisfaction levels.

Customer Feedback and Complaints

The council uses general customer feedback as well as formal complaints to identify areas for improvement. Formal feedback and complaints received by the council are logged centrally and where relevant appropriate action is taken to address any issues or concerns.

There is a process in place for dealing with formal complaints. The first stage is a local investigation by the manager of the relevant service area; and the second stage is a formal investigation by an independent manager. The [Customer Feedback and Complaints policy](#) is available on the council's website.

Key Performance Indicators (KPI's)

Key performance indicators have been identified from the service plans and are monitored regularly. Quarterly performance reports are provided to CMT and members for them to review the council's performance against target.

12. Financial Management

The financial management of the organisation is well developed and is well integrated with the wider performance management framework. This is done in the following ways:

Medium Term Financial Strategy

The MTFS is the council's key financial planning document and is closely linked to the Corporate Plan. It outlines the financial perspective on the council's Corporate Plan objectives and priorities. The MTFS is a key element of sound corporate governance and financial management. An annual review is undertaken of the MTFS which is agreed by senior management and members.

Annual budget setting process

There is an annual budget strategy which is approved by Cabinet each year, this feeds into the detailed budget approval process. The budget strategy sets out the timetable for preparing the budget, gives an overview of current financial issues facing the council each year and includes proposed actions to help mitigate them. General fund revenue growth and savings are put forward for approval, as part of the budget strategy. The annual budget and council tax precept are approved by Full Council in February.

Quarterly monitoring and reporting

Budget managers provide a monthly or quarterly forecast and they are responsible for ensuring that spending is on track and identifying potential savings. CMT and Cabinet receive regular updates on the council budget and challenge areas with significant level of anticipated under or overspend.

13. Working with other organisations

Not all of the council's services are delivered by staff directly employed by the organisation. SDC also works with other organisations to deliver its services and corporate priorities. These third party arrangements can be either:

- **Contracted services** – services where there is a contractual agreement with a third party supplier.
- **Shared services and other commissioned services** – services which are commissioned through a service level agreement, rather than a formal contract. This can include arrangements with community and voluntary sector organisations.
- **Partnerships** – services that are delivered by partners (including SDC) coming together to work towards mutual aims. These partnerships usually have a set of governing documents, which include stated aims, objectives and terms of reference.

The council uses a Commercial Unit to manage contracts, ensure best value in procurement activities and to monitor the delivery of the council's contracted services. This is done by:

- Regularly liaising with the contractors and having an appointed specialist officer who leads on monitoring the delivery of the contract.
- Linking the monitoring of contracts closely to the performance standards set out in the contract.
- Ensuring the governance arrangements set up in the contracts are observed (e.g. project boards and service level agreements) and these arrangements provide a robust mechanism to address areas of concern.
- Regularly reporting on high profile council contracts (e.g. waste management) to CMT and members.

The council's shared service arrangements are also contractual in nature but with shared services the service is delegated to a third party with the relevant Head of Service responsible for performance managing the arrangements. Shared service arrangements are also usually managed through service level agreements and often incorporate Key Performance Indicators with which to judge the level of performance being delivered.

The council manages the performance of its strategic partnerships through its Partnership Policy. Within the policy, Corporate Partnerships are defined where they meet one or both of the following criteria:

- The council has a statutory duty to be involved in the partnership.
- The council makes a financial contribution (£5,000 or more) towards the partnership.

A partnership checklist has been developed which must be completed by the lead officer and/or elected member. The checklist provides the key elements that all partnerships need to work to or have in place to enable the council to determine if the partnership is one the council wishes to enter or continue with. This policy does not apply to the council's relationship with third party service providers or the wide range of organisations with which the council has informal working relations, as part of its operational activities.

The council publishes on its website a Partnership Register which provides details of joint initiatives the council is part of. This is maintained and administered by the Commercial Unit

14. Risk Management

The council's Risk Management Policy forms part of the council's overall performance management framework, as effectively managing risk across the organisation is an important part of performance management. By ensuring that the council routinely identifies and mitigates risks across the organisation, it can ensure that the council performs well and succeeds in delivering its strategic objectives.

The council's Risk Management Policy identifies two categories of risk that the council manages which will impact service performance:

Strategic/corporate risks – these are risks that need to be taken into account when looking at the medium to long-term objectives of the council as highlighted in the Corporate Plan. Risks are categorised as political, economic, social, technological, legislative, environmental, competitive, customer/citizen or reputation.

Operational/service risks – these are risks that managers and staff will encounter in day to day operations. They are categorised as professional, financial, legal, physical, contractual, technological environmental and human resources.

The council use two types of risk register:

- **Strategic Risk Register** – this contains the most significant risks to the council and is reported to CMT and members periodically.
- **Operational Risk Register** – this records the day to day risks for each council service.

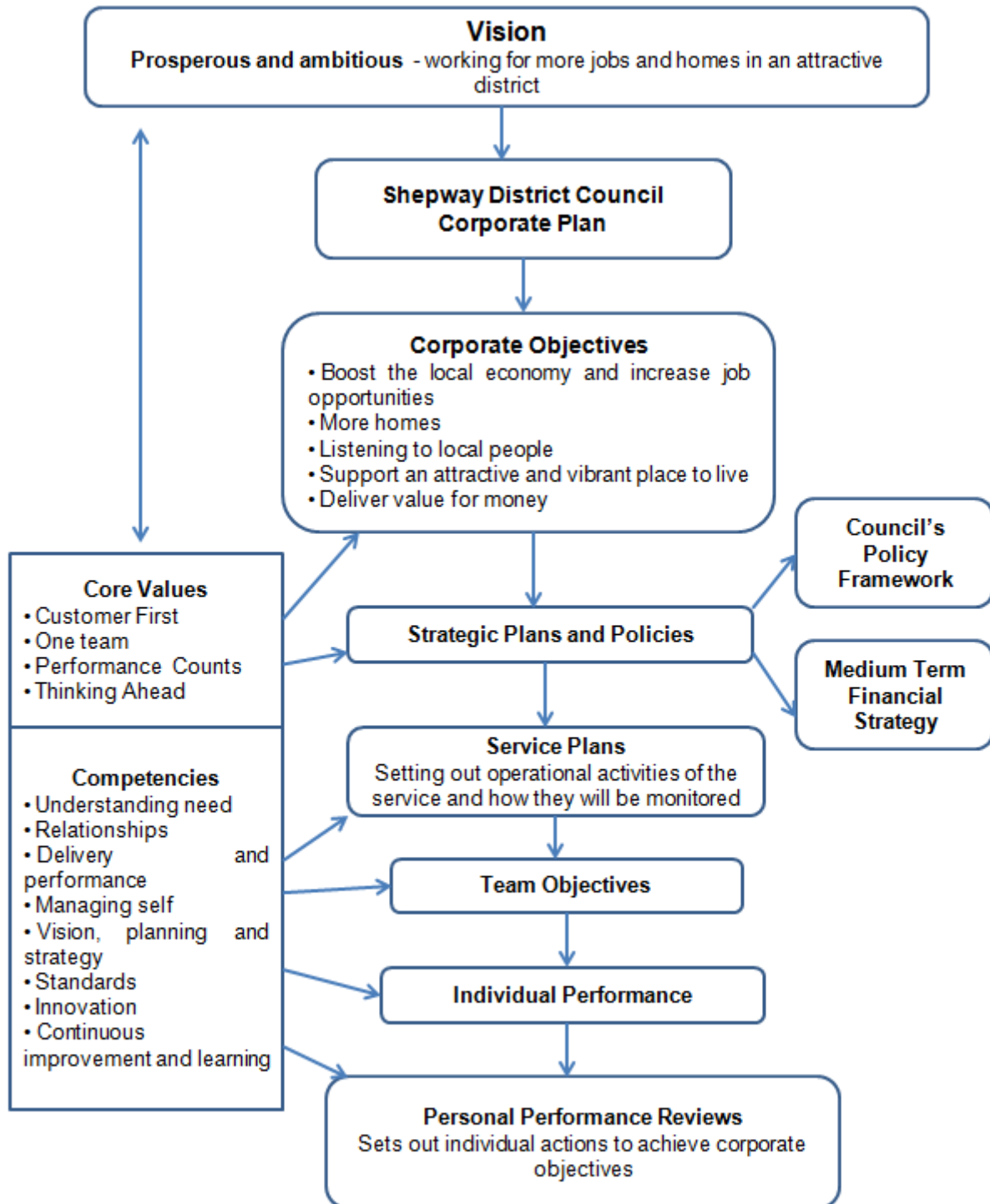
With both registers, the council seeks to both reduce the likelihood that the risk might occur and reduce the negative impact to the council should it actually happen. The council's risk management arrangements will be reviewed annually.

15. Open Data and Transparency

The council recognises and supports the importance of making performance data available to the public as a means of ensuring the effective scrutiny of the performance of the organisation.

Appendix 1 – The Council’s Performance Management Golden Thread

This diagram details how the council’s vision for the district is cascaded throughout the organisation. Through all the council’s work there is the continuous presence of our core values and staff competencies. These ensure all staff work towards delivering the corporate objectives.



Shepway District Council

Data Quality Strategy



The latest version of this document is available from Resilience Direct.
All organisations should ensure that if printed copies of this document are being used, the latest version is obtained from this source.

February 2017

Next review date: - February 2019

Introduction

The purpose of this strategy is to outline an approach to improving data quality across Shepway District Council and provide a co-ordinated approach to ensure that the highest standards are being met throughout the Council. Consistent, high-quality, timely and comprehensive information is vital to support good decision-making and improved service outcomes.

This strategy outlines the steps necessary to maintain the highest possible standards throughout the data collection process, from inputting data into individual information systems, to setting up performance indicators and transferring data from the information systems into the performance management software system, to the publication of a robust set of performance data that is accurate and fit for external scrutiny. This strategy is endorsed by senior management and it is made clear to all Service Managers concerning the ownership and responsibilities for accurate data input.

There are a number of principles that underpin good data quality. These are:

1. **Awareness and Ownership** – Everyone recognises the need for good data quality and how they can contribute. Officers are aware of their responsibilities for data quality within their service areas.
2. **Systems** – Systems are fit for purpose and staff have the expertise to get the best out of them. The council has adopted the Covalent software system for performance management.
3. **Definitions** – Everyone knows which performance indicators are produced from the information they input and how they are defined.
4. **Input** - Data inputted into information systems and the performance management software system is accurate.
5. **Verification** – There are verification procedures in place as close to the point of input as possible to allow officers to authenticate with confidence.
6. **Output** – Performance information is monitored regularly and efficiently for reporting and communicated quickly.
7. **Presentation** – Performance information is presented (with evidence) in such a way as to give an accurate picture of our performance to external auditors, Members, Senior Management and the public.

1.0 Awareness and Ownership

- 1.1 Data quality is the responsibility of every member of staff entering, verifying extracting or analysing data from any of the council's information systems and corporate performance management software system. Service Managers are clear about what actions and responsibilities are allocated to specific individuals and teams. Relevant officers are aware of their responsibilities with regard to data quality.
- 1.2 Responsibility for data quality is, where directly relevant, reflected in job profiles and the appraisal process. Services are encouraged to ensure that, where directly relevant, suitable appraisal targets are included.
- 1.3 The commitment to data quality is communicated clearly throughout the council.

2.0 Systems

- 2.1 **System Administration:** Responsibility for maintaining a robust control environment for information systems (both IT and manual) lies within individual services. The responsibility for Covalent lies with the Leadership Support Team.

The Policy & Improvement Officer will ensure (for the corporate performance management software system) that:

- Users are adequately trained by having a formal training programme, which is periodically evaluated and adapted to respond to changing needs.
- There is security of access/amendment.
- Periodic tests of the integrity of data are undertaken.
- Information management and support is available to users.
- The system meets managers' information needs.
- Feedback from users is acted upon and the system can produce adequate audit trails.
- Actions recommended by systems reviews (e.g. by the external auditors) are implemented.

Given the increasingly demanding timescale for performance reporting, services must have procedures in place to manage both planned and unplanned absence in order to minimise missing data or late data submission.

- 2.2 **Improvement of system:** Where a system is used to produce performance data, the system administrators will need to periodically review the system to ensure it is fit for purpose. It is the responsibility of each service to evaluate the system and to identify any system weaknesses and/or gaps.

If such weaknesses exist, new systems and procedures can be designed, addressing any part of the performance information production process. This

might involve a new verification procedure, new input controls, or improved training and communication, amongst many other things.

It is important that the necessary improvement measures are formulated in an action plan, and that progress against the plan is systematically monitored.

3.0 Definitions

- 3.1 Where performance indicators are set, clear definitions are established and there are systems available to collect and report the data in an agreed format. This ensures that data is recorded consistently, allowing for comparison over time.
- 3.2 Officers within the Leadership Support Team are responsible for verifying and inputting all data submitted through Covalent. Each officer is aware of the latest definition and any recent changes that have taken place by checking the information within the performance management system.
- 3.3 All officers know how their day-to-day job contributes to the calculation of performance and our ability to manage performance effectively.
- 3.4 All officers have an understanding of how performance indicators are affected by the data they contribute.

4.0 Input

- 4.1 System produced figures are only as good as the data input into the system in the first place and there needs to be adequate controls over the input of data. The aim is 100% accuracy 100% of the time. Officers have clear guidelines and procedures for using systems and are properly trained to ensure that information is being entered consistently and correctly.
- 4.2 The system has the ability to record all relevant information and be able to identify any missing data and determine whether additional controls are necessary.

5.0 Verification

- 5.1 Even in complex systems, where there are strong controls over input, errors can creep in. Where it is needed, a verification procedure exists close to the point of data input. The frequency of verification checks is aligned with the frequency of data reporting.
- 5.2 When data is provided on a regular basis by external sources it is important to ensure that the data that they provide is accurate. When entering into contracts or service level agreements with other service providers it is essential that, wherever relevant, there is a requirement to provide timely and

accurate performance information as well as an up to date Data Quality Strategy, which outlines the verification processes that data produced by that organisation would have been subjected to.

- 5.3 Responsibility for data verification will lie within individual service areas. The Policy & Improvement Officer can offer advice and guidance about verification procedures. In some cases, it might become apparent that existing procedures are not sufficient to maintain a robust control environment.

6.0 Output

- 6.1 Performance information is to be produced and communicated on a timetable that allows for management action. This means the provision of information is in line with the annual reporting timetable. Services need, therefore, to re-examine internal processes to ensure that they are always able to obtain output data in the shortest possible time without compromising data quality.

- 6.2 It is important that performance information is subject to scrutiny and challenge. This is done during the verification check on output reports or at a service or team meeting to discuss performance data. There must also be close internal scrutiny of externally audited data submissions by reviewers within individual services and centrally by the Leadership Support Team.

7.0 Presentations

- 7.1 Reporting accurate information regularly leads to good decision making and improved performance. The Policy & Improvement Officer will ensure that there are processes in place for stakeholders to have confidence in the information presented.

- 7.2 It is intended that external auditors will have no cause to make amendments to any of the council's performance figures as the data can be relied upon to be accurate. This is an important issue as it sends out a message to external stakeholders that the reported performance can be relied upon. An improvement in the quality of the submission will also result in a lower level of external audit scrutiny.

- 7.3 In order to ensure that audit work proceeds smoothly, during internal/external audits, there must be at least one officer within each service who is able to provide advice and information on that service's performance indicators. When information is presented for audit the working papers must be reviewed to confirm that the definition has been followed, the calculations are correct and the indicator is supported by a full audit trail.

- 7.4 The principles of fair and robust reporting outlined in this document apply equally to all the council's performance information.

For further information please contact:-

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