Performance Management Framework

Incorporating
Data Quality Procedures

Pendle
Borough Council

Document Control

Organisation	Pendle Borough Council
Title	Performance Management Framework, incorporating Data Quality Procedures
Author(s)	Marie Mason / Daniel McCaffrey
Owner	Corporate Client & Governance Team
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Version	Date	Author	Description of Revision / Reason for Change

Document Approvals - This document requires the following approvals:

Group	Approval Reference	Date
CLT		

Document Distribution - This document will be distributed to:

Corporate Management Team; Performance Champions; Liberata and Pendle Leisure Trust
Will also be made available to all staff via the Intranet.

Author(s):	Marie Mason – Corporate Client & Governance Manager Daniel McCaffrey – Programme Officer – Performance
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Introduction

Organisational performance management helps the Council to ensure that we achieve what we set out to do. It does this by setting out how we plan and organise our resources to achieve the things we need to do and want to do – our vision and priorities, as set out in the Corporate Plan.

Through aligning our resources, actions and activities to the Council's Corporate Plan, it helps us measure how public money is turned into results for our communities.

Our Corporate Plan explains what the big issues are for us. It is reviewed and refreshed annually to make sure it remains relevant to the priorities facing Pendle.

The Council has a robust performance management process. This makes sure that our plans and strategies have the desired effect and are delivering effective outcomes. The Council's Performance Management Framework is specified in the diagram below.

APPENDIX A - Pendle Borough Council - Performance Management Framework

Corporate Plan - The Corporate Plan sets out the Council's priorities for the forthcoming year and how it plans to deliver them. It is informed by Government annual allocation of funds and Members' decisions on the levels of Council Tax to be set. It is reviewed on an annual basis

Service Plans - Service Plans detail how each of the Council's services will deliver the priorities of the Corporate Plan. They provide a basis for monitoring our success in achieving our Corporate Priorities with performance reviewed quarterly throughout the financial year. The service plans are updated annually.

Personal Development Reviews - Personal Development Reviews (PDRs) individually focus employees, as part of their team, on what they must do to deliver the actions of the corporate / service plan. The review also focus on achieving effective performance and personal development.

We regularly review our services and high-level improvement plans and use other information that helps us to do this on an annual basis.

This document, which can be found on the Intranet, sets out the importance of performance management (PM) and how we manage our performance effectively within our performance framework model, which is based on the Plan, Do, Review, Improve cycle.

Data quality is an integral part of performance management, with the quality of our data and our approach to improving it across the Council underpinning these arrangements. It also provides

guidance on how we ensure we collect quality data.

Good quality data helps to identify what policies and processes work and why. We must provide valid, reliable, accurate and timely information to manage services, drive effective and efficient delivery, and account for performance.

Inadequate attention to data quality produces inaccurate information and misleading results, particularly when using this information to compare Pendle with other councils.

The Corporate Plan

The Corporate Plan 2023-2027 is the principal corporate strategy of the Council.

The Council's performance management framework aims to articulate how we are delivering our services, the Corporate Plan ambitions and the difference that this will make to our communities through a set of performance measures. The Corporate Plan explains what we want to do and how we plan to do it and is organised through a set of key Corporate Priorities.

Our Corporate Priorities are:

1. **Providing High Quality Services and Facilities**
2. **Proud and Connected Communities and Places**
3. **Good Growth**
4. **Healthy Communities**

In working towards these Priorities, it is essential that good quality data and information is available to support decision making. For example, good quality data is required to inform Service Reviews which, in turn, will feed into our Service Plans.

What is performance information?

Performance information is about measuring an organisation's progress towards its aims and objectives. Good performance information helps identify what policies and processes work and why. Making the best use of the available data and knowledge is critical to improving effective management, business planning and the performance of the Council overall – the diagram below demonstrates this.

Performance Relationship Diagram

Performance information is no longer focussed on external bodies such as Ministry of Housing, Communities and Local Government [MHCLG], and the agenda has changed towards localism and transparency. This involves giving local people the powers, funding and information to deliver what they want most for their communities. Therefore, we need to ensure we continue to address this to ensure the community receive the relevant information they need.

There are several factors affecting our approach to managing performance and data quality:

• **Confidence in our partnership working arrangements**
• **Maximising the potential of our software based performance management system, Pentana**
• **Delivery of Council priorities.**

We already provide quality performance information within all Services of the Council. Our partners such as Liberata and Pendle Leisure Trust are expected to do the same.

At Pendle we use various levels of performance information:

1. **Single Data List**
   This was introduced to replace the collection of National Indicators. The Single Data List will provide in one place a single, clear list of the minimum data central Government needs from local authorities. The list is subject to regular review, scrutiny and challenge.

2. **Former National Indicators (NIs) and Best Value Performance Indicators (BVPIs)**
   These indicators provided valuable, high quality performance information on the key services we deliver. They measured things that matter and which affect people's lives.

We have decided to keep the most useful ones for Pendle as local indicators.

3. **Local Performance Indicators (PIs)**
   These are voluntary indicators that each Service has established to monitor how it is performing in terms of its own objectives and the needs of its customers.

Managers are expected to review their PIs on an annual basis, when Service Plans are compiled. PIs should be kept to a minimum and should be capable of being measured and validated by Pendle's Corporate Client & Governance Team and Internal Audit.

The Council has also identified a basket of 27 key performance Indicators (KPIs) from its PI Set. The basket was devised to provide CLT and Members with a gauge of performance representing a range of services delivered by and on behalf of the Council.

NB: A definition and procedure guidance note (available from the Corporate Client & Governance Team), must be completed by Services for each of their PIs. This is an important process as because we are no longer directed by statutory guidance, these notes are essential to meet audit requirements. Particularly because these show the:

- **definition** – what we are measuring;
- **rationale** - why we are measuring it;
- **collection** and reporting protocols;
- **how the data will be used.**

4. **Corporate Plan Priorities and Milestones**
   The Council has a four-year Corporate Plan which sets out our ambitions and priorities for the years ahead. It outlines what we want to achieve and how we intend to do it is in

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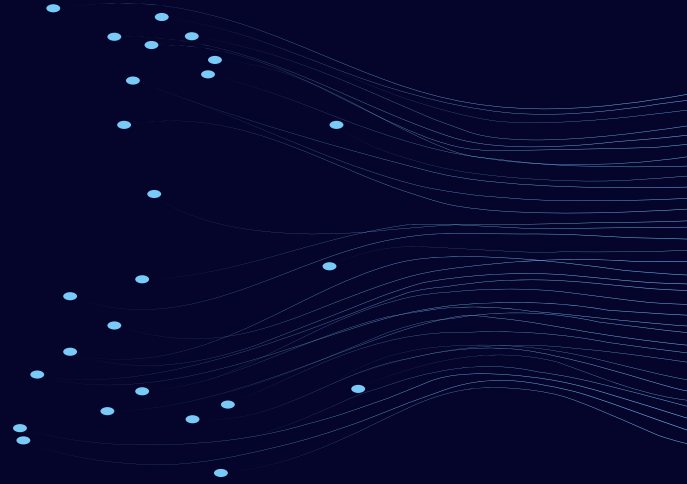
incorporated in an annual action plan. The priorities and milestones within this annual action plan are assigned to the relevant members of Corporate Management Team (CMT). They are responsible for delivering, monitoring and reporting on the progress of these.

5. **Strategic Risks**
   Effective risk management will strengthen the ability of the Council to achieve its corporate priorities and enhance the value of services provided. The Council has a Strategic Risk Register (SRR) with each Strategic Risk being assigned Risk Owners from CMT.

Corporate Data Collection Requirements

The current monitoring framework requires that the performance management software system Pentana is updated on a regular basis.

The performance reporting timetable for the forthcoming financial year is compiled by the Corporate Client & Governance Team in consultation with Committee Section. It is then circulated to all Heads of Service and Performance Champions and posted on the log-in page of Pentana.

Notifications are also sent (via email and Outlook Appointment) to Heads of Service and the named Performance Champion for each Service approximately two weeks prior to the quarter

end. This notification will specify the deadlines for updating the Pentana system with the figures and supporting commentary.

Further reminders are issued as required.

If, in order to meet reporting deadlines, estimated figures are reported this should be clearly indicated with a clear statement detailing when final figures will be available
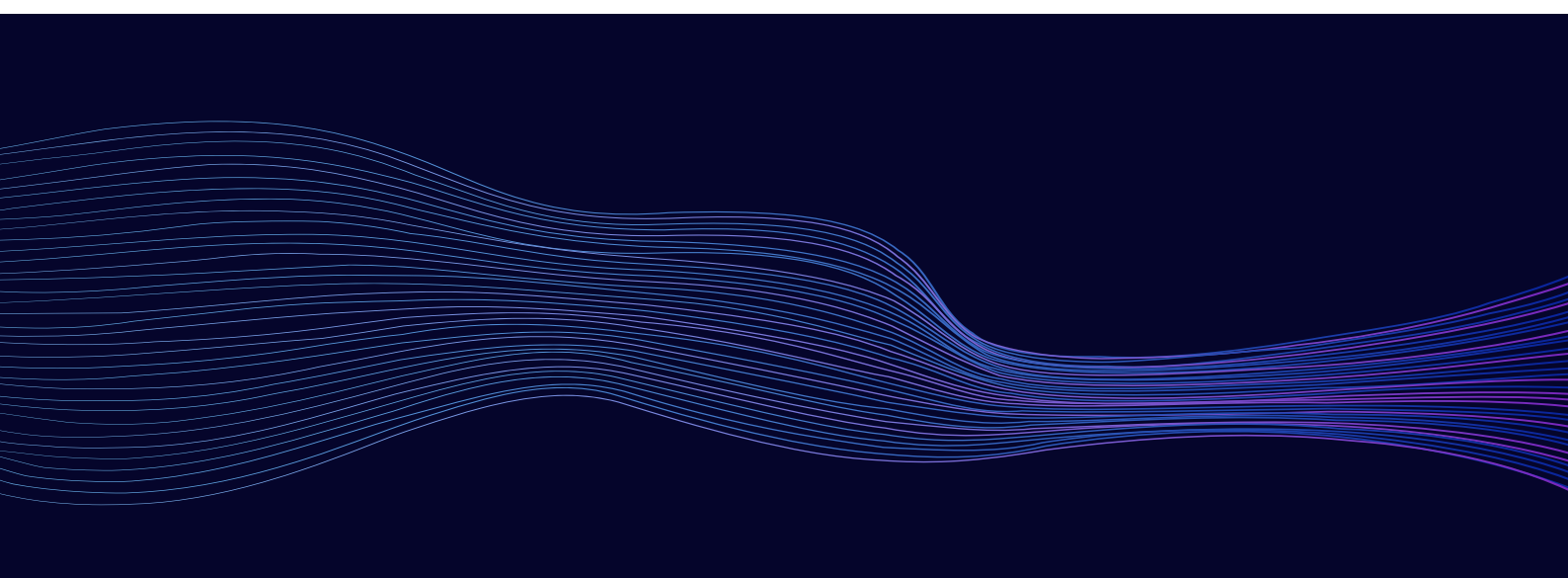
Performance Reporting Procedures

Following the collation and input of the performance data and information data from each Service, the Corporate Client & Governance Team analyses the information. This analysis may lead to queries/questions being raised. For example, these may be in relation to any areas of concern about under- or over-performance, which have not been explained within the supporting commentary; the expected outcome contradicting the commentary provided; figures provided in the commentary which do not correspond to data input; etc.

The Corporate Client & Governance Team must then compile this information and analysis to enable it to be presented to the following groups:

- Chief Executive & Directors
- Heads of Service
- Performance Clinic
- Executive

The Performance Clinics are undertaken quarterly

for each service and are a forum for discussing and challenging performance. These are interactive sessions in which the Head of Service delivers a presentation to Corporate Leadership Team and the Head of Policy & Commissioning.

The presentation is based on performance for a specified period (e.g. Quarter 2: 1st July – 30th September) covering several areas which are all linked to performance. A copy of the presentation template is available on request.

Quarterly Performance Clinic Presentations which have been compiled by each Head of Service are published and retained on Teams.

The information provided in Pentana and the discussions at the Performance Clinics then inform the Quarterly Performance Update Reports to the Executive. These are available as part of the Executive agendas on our website which can be accessed **here.**

The Executive specifically examines the performance information relating to the basket of 27 key performance Indicators (KPIs).

It is expected that further queries/questions may be raised via these groups, and the Corporate Client & Governance Team may have to contact Heads of Service and Performance Champions for further information/clarification on some issues. The resulting responses and/or actions taken will then be reported back to Members as required.

Due to the tight reporting schedules, it is essential that deadlines are strictly met and sufficient supporting commentary is provided to explain the performance of the Service during the specified time period. If the deadline cannot be met for any reason, the Corporate Client & Governance Team must be informed as a matter of urgency and an alternative arrangement agreed.

Client Arrangements

It is important that we also capture and report the appropriate performance information from our partners, Liberata UK Ltd and Pendle Leisure Trust, demonstrating how they are both contributing to delivering the Councils priorities and meeting contractual requirements.

Both organisations are required to input monthly performance data and information into Pentana. The data collection requirements being the same as those detailed in the Corporate Data Collection Requirements and Verification of Performance Information sections of this document.

The Performance Reporting Procedures are slightly different in that we have separate Client Meetings for each organisation (monthly for Liberata UK Ltd and quarterly for Pendle Leisure Trust) with any KPIs delivered by these providers being included in the quarterly Performance Update Reports to the Executive.

The monthly Liberata Client Meetings take place on the second Tuesday of every month following the month end and have a focus on, but not limited to,:

- performance and meeting contractual targets / requirements,
- service delivery standards / issues challenges
- horizon scanning – what is coming up / what is the Council doing that may impact on any of the services being delivered by Liberata.

A standard monthly performance report is generated from Pentana which is reviewed during these meetings.

A quarterly report is also generated and presented to the Joint Partnership Board. The membership of the Board includes five nominated Pendle Councillors along with Council and Liberata Officers.

The quarterly Leisure Client Meetings focus on the financial and performance reports / information presented to the Leisure Trust Board of Trustees, the repairs and maintenance requirements of the facilities leased to the Trust from the Council, any IT related issues and any other issues affecting the ability of the Trust to deliver its services.

Data Quality

Data quality relates to the building blocks of information i.e. data items - until all the data is assembled and interpreted, this is not information.

Attention must also be focussed on the readily measurable aspects of data quality, namely the validity and completeness of data items. This may be harder to measure but is important within the context of overall information quality and can easily be neglected. Data quality is an important part of information quality but there are other components that influence just how useful the information is overall.

High quality information is vital for us which is why we also have a system of central monitoring to spot weaknesses and ensure they are addressed. Information is increasingly used by us in new and different ways, in a range of settings. Therefore, for us to be confident that the data we use is of good quality, the following principles must be understood and followed:

- **Accuracy** - Data should be sufficiently accurate to present a fair picture of performance and enable informed decision making at all suitable levels. The need for accuracy must be balanced with the costs and effort of collection. A prerequisite is that definitions for data should be specific and unambiguous. The data must be at an appropriate level of detail to influence related management decisions and must be within a reasonable margin of error.

- **Validity** - Data should represent clearly and appropriately the intended result. Where proxy data is used, bodies must consider the appropriateness of the proxy selected.

- **Reliability** - Data should reflect stable and consistent data collection processes and analysis methods across collection points and over time, whether using manual or computer based systems or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection methods. Data should also be sufficiently robust to stand up to scrutiny.

- **Timeliness** - Data must be available for the intended use within a reasonable time period. Data must be available frequently enough to influence the appropriate level of management decisions: for example, it may be more appropriate to accept a small degree of inaccuracy where timeliness is important.

- **Relevance** - The data reported should comprise the specific items of interest only. Sometimes definitions for data need to be modified to reflect changing circumstances in services and practices, to ensure that only relevant data of value to users is collected, analysed and used.

- **Completeness** - All the relevant data should be recorded. Monitoring missing or invalid fields in a database can provide an indication of data quality and can also point to problems in the recording of certain data items.

It is essential that everyone recognises the need for good quality data and understands how he or she can, and do, contribute to this. Our commitment to producing and providing data of good quality is communicated throughout the Council.
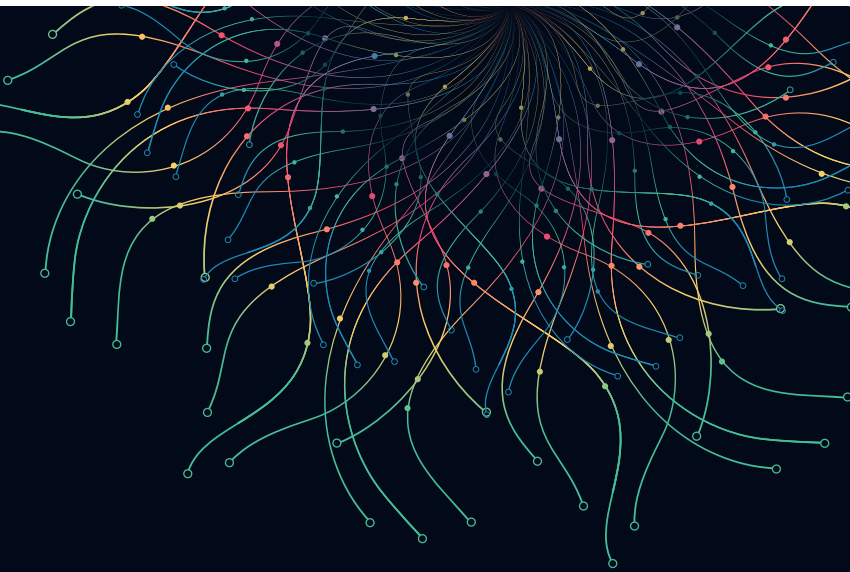
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Roles & Responsibilities

Good data quality is the responsibility of every staff member entering, extracting or analysing data from any of the Council's information systems. Every Officer should be aware of their responsibilities.

And, although we all have collective responsibility for data quality, it is the responsibility of each manager to ensure that the performance information input into Pentana is complete and accurate.

All data (as with all performance data) must have a satisfactory audit trail, which is capable of being measured and validated in any internal audit.

Chief Executive and Directors

The Chief Executive and Directors are responsible for ensuring the performance information is of good quality and fit for purpose. Performance information is reviewed quarterly and proposals made for service improvement where relevant.

Heads of Service

Heads of Service have overall responsibility for performance information. Every performance indicator (PI) must have a named officer responsible for collecting and collating the data. This ensures consistency in the application of definitions and use of systems for providing the data. Managers must have adequate cover/business continuity arrangements in place.

Managers must also delegate one member of staff to be the named Performance Champion for the whole Service. Details regarding the role of Performance Champion can be found below and more information can be obtained from the Corporate Client & Governance Team.

Performance Champion

This person will be the main contact for our Corporate Client & Governance Team (see below) and have the responsibility for the collation of all the performance information relevant to the Service. It is up to this person to ensure that the information provided is complete and supplied with relevant supporting commentary within the specified timescales. They must champion good quality data and ensure that all information relating to performance data (i.e. changes to guidance, changes to policy and procedures, etc) is provided to all relevant staff members in the Service.

Data quality is reflected in job descriptions where post holders have specific performance management responsibilities. It is embedded within that and purposefully not referred to separately. It is covered in the Performance Management Interview and Review process. Managers are encouraged to ensure that suitable appraisal targets and inclusion in job descriptions are included, given the level of involvement staff have in the performance management process.

Internal Audit

Internal Audit may carry out several spot checks on performance indicators during the year to determine quality, accuracy and the correct application of guidance and definitions. These spot checks will be arranged in consultation with the Service and the Corporate Client & Governance Team.

Corporate Client & Governance Team

In general, it is the responsibility of the Team to co-ordinate our performance management processes. The officers will offer support and guidance to Services in the provision of performance data and report performance management information to senior management and councillors.

The team will also provide training on the use of Pentana. This would usually be initial training for a new user and any refresher training as required / identified. The team will also provide training and support as required in the application of performance management and data quality principles and the development of PI Guidance Notes.

To arrange any training, guidance or support from the team, please contact:

Daniel McCaffrey
(Programme Officer – Performance) at
daniel.mccaffrey@pendle.gov.uk

Marie Mason
(Corporate Client & Governance Manager) at
marie.mason@pendle.gov.uk

Partnership Arrangements

All services delivered on behalf of the Council via partnerships (e.g. Liberata, Pendle Leisure Trust) are subject to compliance with the responsibilities and requirements set out in this policy for the provision of good quality data in relation to performance information.

Our Client Team has a responsibility for overseeing and checking the quality and accuracy of the performance data provided by outsourced services. They also have responsibility for reviewing and agreeing appropriate performance indicators.

Third Party Data

All departments that rely on data from third party sources must ensure that they have mechanisms in place by which they are able to check the data for accuracy. This will ensure that reliance can be placed on the data being received, where it is applicable.

Verification of performance information

The verification of performance information is a very important element of maintaining and improving data quality. It is imperative that all members of staff involved with the provision of performance data at every level maintain accurate and comprehensive records which will withstand scrutiny from Internal Audit.

Whilst the responsibility for data quality (including verification of data) lies with the individual Services of the Council, Internal Audit and the Corporate Client & Governance Team may carry out sample spot checks on performance information throughout the year as deemed necessary. However, all information provided in Pentana is subject to desktop review and sense-checking as a minimum for each reporting period.

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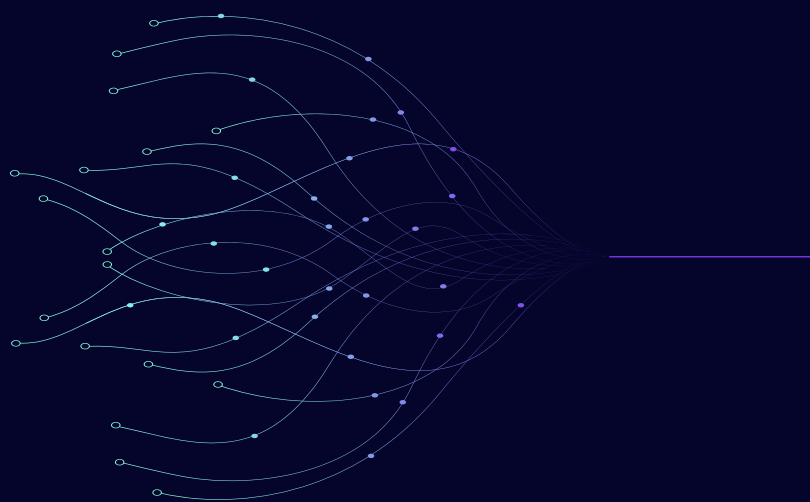
The Corporate Client & Governance Team and Internal Audit can offer advice and guidance on verification procedures. Please find details of examples of those currently used:

- Data cleansing, e.g. to remove duplicate records or to fill in missing information.

- Checks to eliminate recurrence of a specific error, e.g. checking one field of data that is pivotal to a PI against documentation, for a sample of cases.

- Test run of report output, to check the integrity of the query being used to extract data.

- Spot checks, e.g. on external contractor information.

- Questioning unexpected and/or significant differences in performance.

- Support in identifying and learning from best practice examples.

Responsibility for data verification lies within the department receiving the information, via service level agreements, data sharing protocols and statements. Internal Audit provides advice and guidance if needed.

A one page summary detailing the principles of the Data Quality Policy is available as a quick reference guide. This is attached as Appendix A.

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APPENDIX A

DATA QUALITY POLICY - SUMMARY

OUR COMMITMENT

Pendle Borough Council is committed to six principles in order to ensure that the data it produces is of the HIGHEST QUALITY. All staff should be aware of their role in applying these principles:

Complete	All data should give the whole picture.
Accurate	All data should provide an honest reflection of performance.
Valid	All data should conform to definition.
Reliable	All data must be trusted and collected consistently.
Relevant	All data should apply to the situation in which it will be used.
Timely	All data must be available for intended use within a reasonable time period.

REQUIREMENTS ON OUR DATA

All data produced by Pendle Borough Council must possess the following:

A clear and current definition	Data owners must fully understand and apply these.
A clear audit trail	Data owners must keep full supporting evidence for all data.
A current owner	All information should always have a responsible owner.
A single location	All data items have a single definitive master record.
Proof of compliance	All legislation on information must be adhered to.
Controls enabled	Effective internal controls are in place to ensure that the five points above are delivered.

A CLEAR CHAIN OF RESPONSIBILITY

ALL STAFF HAVE A RESPONSIBILITY TO ENSURE THESE PRINCIPLES ARE UNIVERSALLY APPLIED.
However, the following groups have specific responsibilities:

Chief Executive, Directors and Heads of Service must ensure that all data is always owned and that policies and procedures are followed rigorously.

PI Owners and Performance Champions must understand the definitions of their PIs and ensure information is recorded according to the six principles.

IT Services must ensure data integrity, and is responsible for effective guidance and policies on security and legality.

The Corporate Client & Governance Team and Internal Audit must support and challenge staff in measuring, recording, reporting and interpreting performance data and ensure that all PIs are accurately recorded and reported.

Pendle
Borough Council

Town Hall, Market Street, Nelson, Lancashire BB9 7LG
Telephone: 01282 661661
www.pendle.gov.uk