

Leicestershire County Council Performance Management Framework (People Management)

Scope

This framework sets out how employees performance should be managed within the context of the organisations business planning and using the relevant people management performance management tools.

Performance Management

Performance management is the way in which managers seek to maximise the value that employees create. It aims to maintain and improve employee performance in line with the organisation's, departments and service's strategies and objectives.

At LCC successful Performance Management is centred around its focus on successful People Management and fostering a positive culture through the use of the LCC corporate values:

- **Positivity** - We find the best way to get things done and aspire to be the best we can. We deliver quality services and inspire others to deliver results
- **Trust and Respect** - We take ownership and accountability for our actions. We value diversity. We're inclusive and listen to the views of others
- **Flexibility** - We adapt to support the needs of the business. We work creatively, collaboratively and support our colleagues
- **Openness and Transparency** - We are honest with the people we work with and serve. We share information and communicate clearly

People Managers are central to good performance management. They are central to fostering a successful relationship between themselves and an employee.

Successful people management is not a single activity between the two individuals, but rather a collective group of practices, resources and two-way dialogue that should be drawn upon holistically.

They play a pivotal role in supporting the employee to understand the relationship between organisational and individual objectives, provide constructive and motivating feedback to support continual improvement and where appropriate hold them to account.

Managers are supported in their roles by having a clear set of the expectations set out in the LCC Manager's Charter and Leadership Behaviour Framework. Additional supporting resources and development opportunities are also outline below.

Everyone has responsibility for managing their performance. In using the corporate values and tools discussed LCC seeks to cultivate a culture that seeks to continually discuss and improve performance.

Our people management tools

Leicestershire County Council has a wealth of resources that support managers and employees to embed positive performance discussions in everyday conversations and activities.

One-to-ones

All employees, regardless of grade or contract type are entitled to regular and consistent supervisions sessions with their manager. Conversations should embrace the corporate values and are an excellent means for managing performance and relationship building. Focus should be placed on managing objectives and outcomes that are clearly defined and agreed by both employee and manager. To ensure effectiveness and consistency, discussions should focus on the four generic areas of:

- Managing
- Developing
- Supporting
- Health, Safety and Wellbeing

Additional One to One Guidance can be found on the [Intranet](#).

Annual Performance Review(APR)

The APR process provides an opportunity to review past and present performance as well as provide a forward looking assessment of the employee future needs. The review is employee driven in how the process is structured and harnesses the collaborative relationships between the employee and manager.

Additional information and guidance can be found on the [intranet](#).

Leadership behaviours framework

The Framework helps managers to understand and identify the key knowledge, skills and behaviours needed to be effective in their leadership role. It should support, inform, and challenge thinking and practice; ultimately leading to Improvements in the delivery of services and working relationships.

The framework is structured into five key themes of core leadership behaviour:

- Drive
- Think
- Feel
- Connect
- Inspire

Additional information and guidance can be found on the [intranet](#).

Manager's charter

The manager's charter outlines the expectations for basic people management and what elements can be put in place to grow a supportive team and working environment.

The charter can be found [here](#).

Leadership and Management Development

To support Managers across four entry levels of:

- Aspiring Managers
- New Managers
- All Managers
- Strategic Managers

Managers can access individual suites of Learning and Development resources and opportunities.

Additional information is available via the [Learning Hub](#).

Smarter Working

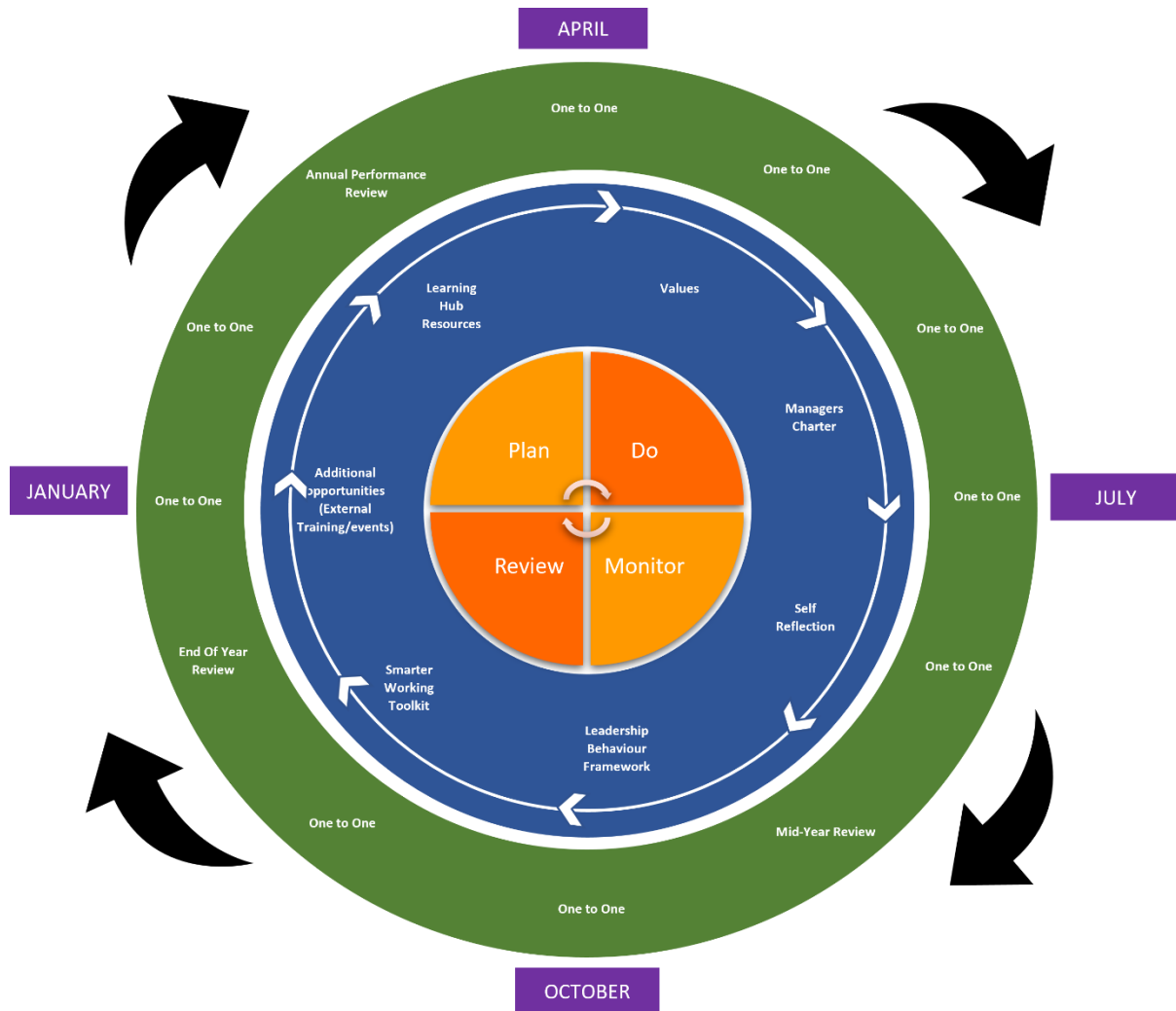
A comprehensive range of resources which offer general information, practical guidance and top tips on smarter working, available via the [Learning Hub](#).

Ways of Working

The ongoing project is supporting to equip staff with the technology and training to do all roles effectively and flexibly, using a mix of workplaces, resources, and support staff wellbeing.

Additional guidance and support can be found on the [Intranet](#).

How everything works in a cycle



The requirement to provide and receive one to one supervision is established on the outer circumference of the cycle, this incorporates the annual performance review. Whilst they are requirements for managers, they serve as continual opportunities to enhance both personal and staff performance by engaging in the additional people management tools highlighted centrally. Good performance is not a static concept and the drive to achieve this requires continued input and resources that should be entwined within an individual's role.

Supporting information to underpin individual and team performance management

Strategy and Business Planning

The [Strategic Plan](#) sets out the Council's long-term vision and its priorities over a four-year period.

The following all support the delivery of the strategic plan:

Corporate strategies

- Plan to address specific policy issues monitored by the lead department

Department business plans

- Department aims and actions monitored by the department

Service and team plans

- Service and team activities monitored by the service or team

Individual APRs

- Individual objectives monitored by line managers

The [Business Planning Guidance](#) is available to all managers and provides details of how to undertake business planning within the Council. It also details how the Strategic Plan feeds through into business plans and down into service plans and individual APR performance target and expectation setting.

Each department and service will have active plans and strategies that are unique to the functioning of their service(s). Managers should have an awareness of the current plans and these should inform APR objectives and planning for both themselves and their team.

Current plans and strategies can be found for each department on the intranet:

[Adults and Communities](#)

[Chief Executive's](#)

[Children and Family Service](#)

[Corporate Resources](#)

[Environment and Transport](#)

[Public Health](#)

Council Performance

The Annual Delivery Report and Performance Compendium can support managers in providing context for their departmental business planning as well as more specific decision making within their own role and team. The reports allow insight into the current delivery of services against ever growing financial pressures, providing an insight into the Council's relative funding position compared to other councils. This should support managers and provoke thinking toward how this aligns to their daily decision making and roles within their team.

Council performance information is an outward facing tool that the public are also invited to have an awareness of, and therefore can be found on the [LCC Website](#).

Performance data

Departments, services and teams have performance data that is provided by systems, administrators and Business Partners. This data assists them in decisions about how they manage teams and individuals. Managers should discuss the availability of performance management data with their line manager. Business Intelligence Business Partners may also be able to provide guidance on available data.

Maximising Performance Management of Individuals and Teams

In order to maximise the performance of an individual or team, managers need to review a range of information which is referenced in this document. They should review departmental performance (exploring what the current target and performance levels are), explore what service targets are in place as well focusing more individually on team and individual performance levels. This should be completed prior to outlining any individual or team targets that will develop them in their role.

Managers may already be aware of performance management reporting that takes place within individual departments. However if they do not, then they may benefit from adapting a balanced score card for their team or service. An example balanced score card can be found in Appendix 1. Such tools can work effectively alongside Individual supervision and APR's.

Managing Capability(under performance issues)

In line with the organisation's values, it is an assumption that all employees are trusted and will be supported to be productive and reach their potential. While the majority of the workforce will provide high levels of productivity and performance there may be those individual cases where there is cause for concern. In circumstances where concerns have been raised about requirements of a role not being fulfilled, support and guidance on managing capability can be found on the intranet [here](#). In addition, contact information is also provided to seek advice and guidance from the Corporate HR Team.

Appendix 1

A balanced score card is a performance management tool that can aid in monitoring the performance within a business. It is typically focused on managing the implementation of a strategy or operational activity.



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