

Performance & Quality Management Framework 2024 – 2027

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1. Introduction

Nottinghamshire County Council is a forward-looking and resilient Council that is ambitious in our long-term aspirations for the people and communities of Nottinghamshire, as set out in [The Nottinghamshire Plan](#). We are continuously looking to innovate and transform in ways which enable us to improve outcomes for people and communities, maximise our ability to deliver high-quality services, and ensure we provide value for money. To best achieve this, we must understand our operating context and make the most of the opportunities that are available to us. This includes managing/mitigating the risks we face and acting proactively by using the latest information and insights, to anticipate and act on identified opportunities or areas for improvement.

In a complex and rapidly changing national, regional and local environment, it has never been more important that we understand how we perform and the quality of our services, so that we can act in the best interests of Nottinghamshire's residents. To achieve this, we will embed a culture within our workforce that encourages a learning approach. We will use analysis to act with and encourage professional curiosity, innovating and testing new options for delivery to drive improvement. Through an understanding of the impact of these changes, we will learn from the things that work well, alongside the areas where we know we can do things better, using this evidence to actively inform our plans and next steps.

2. Purpose

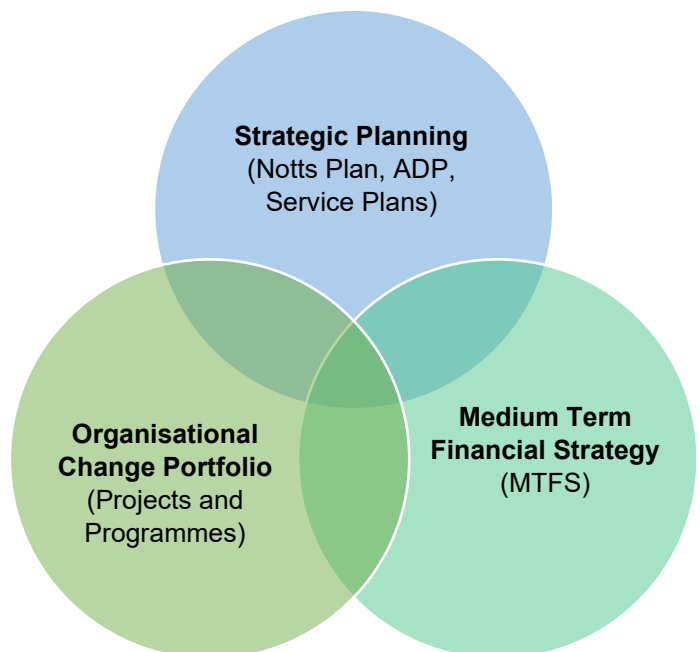
This Performance & Quality Management Framework has been designed to outline how we understand how well the Council is performing, with particular reference to the delivery of our strategic plans, financial strategy and transformation programmes.

Nottinghamshire County Council is committed to understanding how we perform, using all insights available to us, and acting on these to improve the effectiveness and quality of the services we deliver and commission. This is a core foundation of our approach and a focus on performance and quality will, ultimately, help us to improve outcomes for Nottinghamshire's communities.

Whilst individual departments have their own iterations, such as the **Children and Families Services – Learning and Improvement Framework**, the **Adult Social Care and Public Health – Performance Management Framework**, as well as the [Adult Social Care Quality Assurance Framework](#); this Framework is designed to be the Council's overarching approach to performance and quality management. It will encourage performance data to be accessible to all and will help provide steer and direction to any Department-level framework, with development of work in departments being informed by the content of this document, ensuring a joined-up approach.

By embedding this Framework, we expect to see:

- improvements in the quality of services people experience and outcomes achieved, as evidenced in core data sets, audit/assurance outcomes and user feedback.
- a proactive, data-informed approach to improvement, where performance insights inform action and evidenced impact.
- a greater awareness of performance management principles in the workforce, creating a more data curious and engaged workforce at all levels.



3. What is Performance & Quality Management?

“Performance management is the continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people.” (Armstrong's Handbook of Performance Management).

To understand and act to improve performance and the quality of our services, it is important to make use of both quantitative and qualitative information to realise our starting point, analyse for trends and themes, set clear objectives and action plans to deliver and clarify how we will know our actions have had a positive impact.

Examples of the types of qualitative and quantitative information can be seen below:

<p>Qualitative information may include:</p> <ul style="list-style-type: none"> • Peer reviews • Examination of customer compliments and complaints • Audits and inspections • Customer feedback • Staff Feedback/ satisfaction • Supervisions • Case study sampling 	<p>Quantitative information may include:</p> <ul style="list-style-type: none"> • Resident Satisfaction Surveys • Benchmarking • Staff sickness • Contract Performance Management • Service Specific Performance Measures (KPI's).
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Our vision is to integrate information and insights together, generating a comprehensive and triangulated analysis of our performance as an organisation.

Performance and quality management information should inform our plans for improvement and decisions at all levels of operation. This includes:

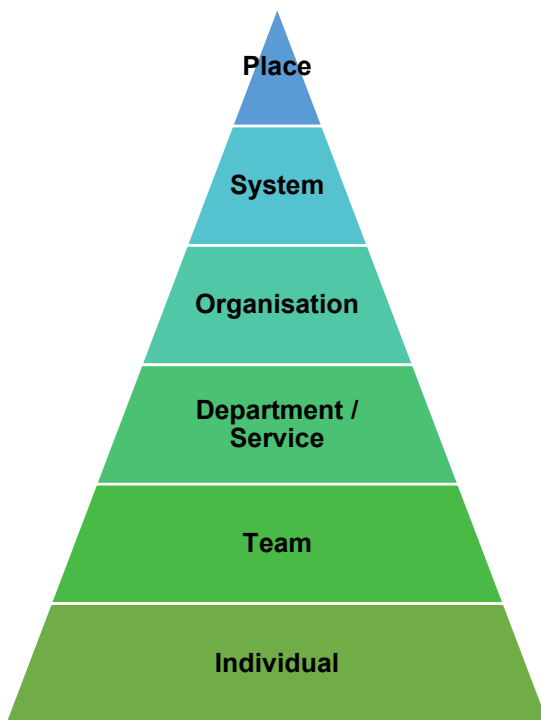
Nottinghamshire – at this level, it helps us to understand the places and communities that we operate within. This should inform decisions about whether our delivery models need to be tailored or targeted differently to meet the needs of different areas of the County, or whether there is a particular performance or quality challenge in one geographical area and good practice in others. Understanding performance at this level helps us to understand how the performance of the Council's services contributes to wider outcomes (e.g., employment rate or attainment at school) and how we can shape and influence improvements at a County-level.

System / Partnership – the Council is increasingly working within a wider system of partners to achieve change for the people and communities of Nottinghamshire. Sharing and aggregating the insights of all organisations within those partnership can help us identify wider trends or help to provide more holistic insights to shape shared improvement plans.

Nottinghamshire County Council – at this level, performance and quality information helps us to assure delivery against The Nottinghamshire Plan and the Annual Delivery Plan. It can also help us to operate efficiently and effectively, ensuring that we represent good value for money, informing our strategic commissioning objectives, and that we are meeting our statutory duties. Our Organisational Change Board



has been established to create one coherent view of performance, quality, finance, risk and the delivery of corporate and departmental transformation and change programmes.



Department/Service – departments and services will use performance and quality information to analyse and compare performance and quality, to identify strengths/areas for improvement and ensure improvement plans are in place. They will also monitor for trends and direction of travel to ensure improvement plans are having the intended impact, so that we can take mitigating action where this is not the case. Data and insights will help departments/services to understand demand, capacity and flow through systems, so that they can allocate resources appropriately. Most departments/services have established performance management dashboards and reports, looking at key performance indicators, which they consider regularly through dedicated Performance/Learning and Improvement Boards, or through departmental Leadership Teams.

Team – Team Managers will have access to a range of information to help them to understand the performance of their team and compare that to other similar teams. These tools should help managers to identify the changes they need to make to deliver improvements, whether that is

through understanding the individual performance of team members or identifying ‘outliers’ in the data (e.g. identifying a small number of assessments where performance is significantly worse or better than the average). By addressing these areas, Team Managers can improve the experience of the people accessing their services, address any data quality issues that could impact performance and ensure that performance is good or improving.

Individual – performance and quality information that is regularly available, gives all Council staff a clearer understanding of how their own performance integrates with our wider ambitions. Opportunities to review and consider this performance on a 1-2-1 basis, as well as through routes such as formal Employee Performance and Development Reviews (EPDR), helps to encourage consistent learning across the organisation.

Roles and Responsibilities – it is important that everyone across the Council knows what is expected of them, and how we can all individually further and progress the priorities of The Nottinghamshire Plan. Complimenting the above, **Appendix A** sets out how the different tiers of our staffing structure are involved in quality and performance management more specifically.

4. Continuous Improvement – The APDR Cycle

The Analyse-Plan-Do-Review (APDR) Cycle is the Council's preferred approach to identifying and acting to deliver continuous improvement and change.

Not only does it help us to continuously innovate, but through all stages of the ADPR cycle, and at all levels of the organisation, we can often identify risks and/or generate plans to mitigate risks, with these being regularly reviewed to inform next steps. The Council has clear processes and procedures in place to ensure any actions we take are justified and can stand up to public scrutiny, with the Council's **Risk Management Framework** aiming to enable us to effectively identify, evaluate and control risk to a level that is accepted by the organisation.



4.1 Analyse

During the first stage of the APDR Cycle, we seek out all the performance and quality information available to us, to look for and scrutinise trends (i.e. have things got better or worse over time, are their particular points in the year when performance peaks or declines?). This helps us to understand where we are now and gives us the foundations upon which to build our plans to strengthen and develop services. As part of the analyse stage, where appropriate, we should look at the ‘bigger picture’ and consider information about County-level outcomes where we may not be solely responsible for the performance, but could contribute to, shape or influence. For example: how does the performance of services we provide impact wider County-level measures like the employment rate, or attainment of children at school? What impact could change in these rates/performance have for the Council and our partners?

This also involves looking at whether performance is a particular challenge in one area or service/team when compared to others, or whether a focus on particular cohorts of people accessing our services would see performance improve most significantly. It is also important that the Council understands how our performance compares to other similar local authorities – this is sometimes called benchmarking. Some services have groups of local authorities pre-identified as their statistical neighbour group (SNG) and we would use this group to compare wherever possible. It is also often possible to compare to other Councils in the East Midlands, other County Councils or the England average. Developing this type of analysis will help us to shape and target our improvement actions.

There are lots of sources of performance and quality information for us to take into account in the analysis stage, for example:

- **Consultation, engagement, and co-production with people accessing our services and our workforce** – regular surveys, engagement forums and co-production enable us to understand the views of key stakeholders and to generate ideas about what needs to change and how we might achieve that.
- **Business Intelligence (BI) Hub** – a single point of access for management information and performance dashboards, developed by the Business Intelligence Unit (BIU), that provides data at departmental/service level for all Council departments.
- **Strategic Insight Unit (SIU)** – the Council’s SIU oversees the Council’s performance and policy framework, working to develop and provide assurance against the Nottinghamshire Plan and Annual Delivery Plan. The SIU also provides strategic insights through more bespoke or specific analysis, to help inform organisational change plans or to support delivery of strategic priorities.
- **The Nottinghamshire Observatory** – a [comprehensive online platform](#) to serve as a centralised resource for collecting, collating, and curating data related to various themes and work areas.
- **Nottinghamshire Insights** – complementing The Nottinghamshire Observatory, [Nottinghamshire Insights](#) provides access to information, data and original research about what it's like to live in Nottinghamshire.
- **‘Open source’ national data** – [LG Inform](#) is a national repository produced and updated regularly by the Local Government Association (LGA). Crucially, the tool can be used for benchmarking, whereby the user can compare the results for Nottinghamshire with data from other authorities across a number of geographies. There are also more specific comparator tools for particular service areas (e.g. [NHS Digital](#) for health and social care data, the [Fingertips Tool](#) for Public Health data and the [Local Authority Interactive Tool \(LAIT\)](#) for children and families data).
- **Rolling programmes of practice audit in Children and Families and Adult Social Care** – in place to ensure we understand the quality of delivery against the agreed practice standards and people’s lived experiences of accessing our services. These form part of a triangulated self-assessment, which helps us to draw together our strengths and areas for improvement. These self-assessments inform service and practice improvement plans and will be provided to external inspectors to help shape their judgements.

4.2 Plan

The second stage of the cycle is all about developing our plans and thinking about how we will know that we have made a difference or had a positive impact on the improvement objective. At this stage, it's important that we ensure our objectives and actions are SMART - specific, measurable, achievable, relevant and time-bound.

<u>Specific</u>	<u>Measurable</u>	<u>Achievable</u>	<u>Relevant</u>	<u>Time Bound</u>
<ul style="list-style-type: none"> • What do we need to achieve? • Are we clear on the parameters and outcomes? • Have we provided enough detail that ensures clarity and common understanding? • What is the expected result? 	<ul style="list-style-type: none"> • How will we know the objective has been achieved? • What indicators will we look for to measure progress and success? • What data is available? • Do new measures need to be identified? • Have we thought about quantity and quality measures? 	<ul style="list-style-type: none"> • How does this objective fit with our strategic priorities? • How does the achievement of this objective contribute to specific service objectives? • What would be the impact if the objective was not achieved? 	<ul style="list-style-type: none"> • Is the objective appropriate? • Can we achieve the objective with the resources available? If not, can we address this? • What help might we require from the wider organisation and partner agencies? • Do we have the relevant skills and knowledge to complete the objective to a high standard? 	<ul style="list-style-type: none"> • Are there clear time frames and milestones associated with the objective? • Are there other objectives that depend upon the completion of this one? • What could impact or compromise the deadline? • How can we mitigate against these risks? • Is the deadline realistic?

As we start to think about the measures we will use to understand our impact, we should think about whether they tell us about outputs or outcomes.

Outputs are:

- **products, services or resolutions that are produced by a process.** As an example, the introduction and implementation of a new data system might look at the number of training sessions delivered, or the number of new users registered to use the system. These would be output measures.

Outcomes are:

- **the result of an output being produced.** An example, the same project might look at a reduction in the time system users have to spend inputting information, the impact that has on their workload and capacity and whether that means that the quality or timeliness of their work improves. **These would be outcome measures.**

As we identify the measures that will help us to understand impact, we will need to start thinking about setting targets or tolerances. Targets set a fixed point at which performance would be considered to be 'good' – For example, we are aiming for a target of 80%. Tolerances set 'bands' of performance between which performance can be categorised – For example, between 0-30% performance is inadequate, between 30-50% performance requires improvement, between 50-80% performance is good, over 80% is excellent. To show a direction of travel (DoT), it is often helpful to set a point in time as a 'baseline' for these measures. This will help us to know whether performance is improving or declining.

There are further statistical techniques which can be applied to the tolerances to help monitor progress and tolerances, such as Static Process Control (SPC). The [SIU](#) can advise on how these can best be applied.

Our primary mechanism for developing next steps is what we refer to as **The Golden Thread**. This covers our key strategic documentation, which is promoted and present in all parts of the organisation. The differing elements that make up this Thread are as follows:



- **The Nottinghamshire Plan** – provides the policy direction of the Council over a 10-year period, with all strategies, priorities, policy and transformational activity stemming from it.
- **Medium Term Financial Strategy (MTFS)** – sets out the council’s financial position over a four-year period, giving a forecast of the Council’s budget position.
- **Annual Delivery Plan** – setting out the actions and measures for a given financial year to further our progress towards achieving our ambitions outlined in The Nottinghamshire Plan. These actions take account of current operating environments and often indicate where and how improvement is being sought.

For detail on how we provide assurance against each Annual Delivery Plan and The Nottinghamshire Plan itself, refer to the performance products referenced in **section 4.4** (Quarterly Assurance Report & Annual Report).

- **Service Plans** – service planning is undertaken on an annual basis, usually at Group Manager level. The Plans are concise in format and accompanied by the relevant service architecture.
- **Employees’ Performance and Development Reviews (EDPR)** – we ensure everyone is clear about what aspects of a service they are responsible for and how their performance will be clarified and measured.

4.3 Do

The next stage of the APDR cycle allows us to take action and deliver on any actions to improve performance, based on our learning thus far. Colleagues across the Council will be actioning improvement/change plans – from front-line teams, through to our departmental and corporate transformation programmes. These don't always need to be formal documents, but it is recommended that any plan and intended actions are communicated clearly, so it is apparent as to who is doing what and by when. The impact/outcome of any change activity can be described as the 'benefits' it delivers.

Nottinghamshire County Council has developed a benefits realisation toolkit, which helps colleagues to understand how to identify, agree, track and manage the benefits of any change project/programme. You can access the toolkit [here](#). Consideration should also be given to any potential barriers and/or risks that might need to be faced, and how these will be addressed/mitigated should they occur.

Colleagues will already have developed some measures in the planning stage. At this next stage, we will need to start collecting information that helps track and monitor impact against the measures we have identified. Wherever possible, this should be a combination of qualitative and quantitative data to give us a rounded understanding of what is changing and why. For example, performance data might show that timescales for delivering a service are reducing (as per the plan), but feedback from people accessing services tells us that the quality of the service they received has declined and they think that means they will need to come back for more help in the future. We will need to make informed and risk-based decisions about the best course of action to improve performance, as we understand and analyse the different insights that can inform our improvement planning.

How we track and monitor impact at this stage should be proportionate to the scale of the change and the impact, but we should always have a way of reporting progress and the difference that has been made. This could be through 1-2-1/supervision with line management, in departmental performance meetings or through dedicated project/programme governance for larger scale change.

Performance and quality improvement can be delivered in lots of ways, with colleagues across the Council actively working to deliver improvements in their day to day, or 'business as usual', work. In addition, we also have projects and programmes that are managed by services or departments, which are particularly effective when the change mainly impacts one area of the Council. Where change is cross-cutting and requires a more collaborative approach across the Council, we have a number of corporate change programmes to look at big themes that impact the whole organisation or deliver our wider organisational priorities. We aim to bring an understanding of all our departmental service improvement and corporate transformation programmes together, through an organisational change portfolio, so we can see how it all links together and how plans/actions are interdependent.

4.4 Review

We must consistently ensure that the services we offer are sufficient, appropriate, and in line with the targets we set ourselves. To that end, the Review stage provides opportunity for us to know whether the actions we have taken have helped or hindered our overall progress.

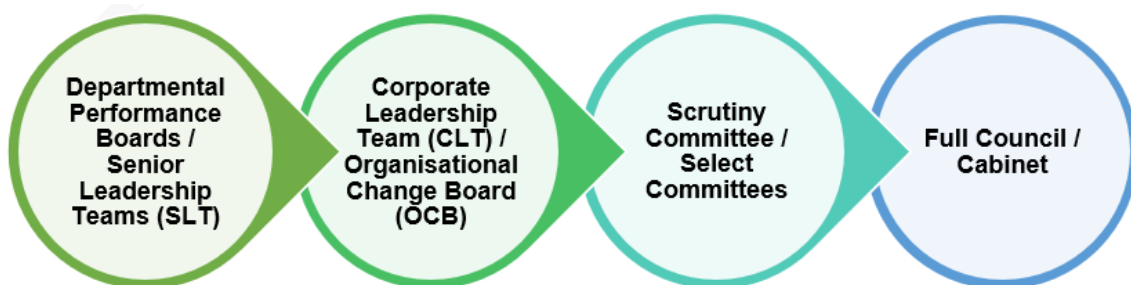
We review and report at monthly, bi-monthly, quarterly and annual frequencies. The diagram below outlines some of the core products reported at each frequency.

Monthly	Bi-Monthly	Quarterly	Annual
<ul style="list-style-type: none"> • Financial Reporting (Period Report and Savings Tracker) • Vital Signs Performance Dashboard - published 	<ul style="list-style-type: none"> • Organisational Change Highlight Report • Vital Signs Performance Dashboard (and deep dives) 	<ul style="list-style-type: none"> • Financial Reporting – quarterly report • Annual Delivery Plan Assurance • Corporate Risk Register 	<ul style="list-style-type: none"> • Annual Delivery Plan - Annual Report • Service Plans • Medium Term Financial Strategy • Statement of Accounts • Annual Governance Statement

These performance products will be reported to formal and informal governance mechanisms for consideration or decision. These include:

- Quantitative analysis through **Departmental/service or thematic dashboards**, available through our BI Hub.
- More qualitative analysis through good practice standards, assurance frameworks, lessons learnt as part of things such as the [LGA's Peer Review](#).
- **Vital Signs** – a monthly dashboard presented to our Organisational Change Board, which provides one view of the Council's key indicators of performance and risk.
- **Quarterly Assurance Report** – provides in year assurance of progress and delivery against the Annual Delivery Plan, informing us of what actions are on and off target, and why.
- **Annual Report** – our Q4/year-end Assurance Report takes the form of an Annual Report, demonstrating the Council's achievements against that year's Annual Delivery Plan, and highlighting the impact and outcome of the actions at the end of the reporting period.

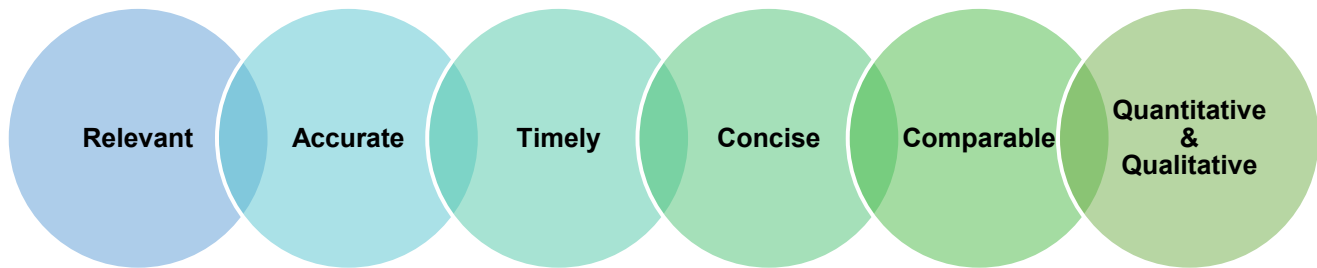
Principles for Reporting – performance and quality management information flows through the Council's governance system, to provide assurance to Members and to help inform decision-making:



The level of detail found within our core performance products is dependent on the appropriate level of governance the products are reported to. Escalation of these reports through such governance should focus on:

- Where performance is particularly **good**
- Where performance is or is forecast to be **off target**
- Any significant **changes** since the last reporting period
- **Narrative** explaining the 'Why?' and 'So what?' and **action** being taken in response.

Performance reports should also be:



Governance Arrangements – performance and quality information flows through the Council's governance system, to provide assurance to Members and to help inform decision-making:

- **Council and Cabinet** – these are formal decision-making structures. You can find more information about the role and membership of these groups [here](#). Performance and quality information will be used in many reports for consideration, to enable informed and evidence-based decision-making.
- **Scrutiny** – an Overview Scrutiny Committee and Select Committees are in place to influence the policies and decisions made by the council and other organisations involved in delivering public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings. You can find more information about the role and membership of these groups [here](#). Overview Scrutiny Committee scrutinise the delivery of the Council's Annual Delivery Plan every six months and Select Committees receive regular departmental performance information.
- **Other elected member engagement** – in addition to formal decision-making structures, elected members have many opportunities to review and understand the Council's performance. Cabinet Members regularly receive formal briefings on our performance against the Annual Delivery Plan, alongside our performance in the context of the Council's resources and Medium Term Financial Strategy (MTFS). Members can also meet and speak to senior officers to enquire about levels of performance more generally, on a day-to-day basis.
- **Organisational Change Board (OCB)** – this is a meeting of Corporate Leadership Team and Service Directors across the Council with responsibility for corporate transformation programme or departmental service improvement. It meets every eight weeks. The purpose of OCB is to look at key performance information, review progress of our organisational change activity and consider finance/risk reports, to generate a collective and holistic understanding of our performance across the Council and ensure we have robust plans in place to improve performance where necessary.
- **Corporate Leadership Team (CLT)** – this is the meeting of the Council's senior and statutory officers. It meets weekly and considers a range of items, including information about our performance as an organisation or in key services, and the plans to improve where performance is a challenge.
- **Departmental Performance Boards/ Senior Leadership Teams (SLT)** – these meetings will include the Corporate Director, Services Directors and other relevant colleagues who support. These meetings happen weekly, and departments will have dedicated meetings each month to discuss and review departmental / service performance.

These relationships should be considered alongside **Appendix A**, to showcase our interconnected responsibilities in ensuring the effective delivery of our performance and quality management approach.

In addition to the internal review mechanisms above, the Council is the subject of a number of external review and assurance processes, including external audit, peer-led reviews by other councils and formal inspections through Ofsted, the Care Quality Commission etc. These external reviews are key learning opportunities and are vital in shaping our understanding of performance and quality. Where areas for

development are identified, these will result in an improvement plan, and progress against these will be monitored and managed through the mechanisms outlined above.

5. Implementation & Impact

Service areas and teams across the Council will be encouraged to share this Framework within their own staffing structures to promote wider awareness. The Framework itself will be reviewed on an annual basis as part of our continuous improvement journey, to ensure we keep on top of everchanging national and local drivers.

Where possible, managers will also encourage staff to further their knowledge and understanding of quality assurance and performance management techniques, through appropriate training and learning opportunities as they arise. In developing our next leaders through things such as our leadership development programme, we will aim to embed growth-based mindsets that allow continuous improvement to be seen overtime, with regards to the quality of services we offer.

Such aspects form part of this Framework's **Implementation Plan**, which outlines the key steps we will take to best embed our approach to performance and quality management across the organisation.

Appendix A – Roles and Responsibilities

The below is designed to give a broad sense of how we are each involved in quality and performance management. For our frontline staff in particular, they are best placed to convey how things are on the ground and to recommend change that is reflective of current circumstances. A sense of autonomy at this level will instil confidence in senior decisionmakers when considering what action is best appropriate, helping further collaborative working.

Ultimately, we all have a role to play in continuously seeking ways to innovate, learn and develop our thinking around how to best deliver and monitor high-quality services. We also all have a role in highlighting where underperformance is and can be identified, escalating as appropriate to allow mitigating actions to address issues, before they arise.

Who	Role / Responsibility	
	Analysis & Review	Escalation & Improvement
Residents / Customers	<ul style="list-style-type: none"> placed at the heart of everything we do, with the needs of our customers directly influencing the service provision on offer complete Council surveys, consultation exercises and take part in broader engagement activity provide feedback on their experience of Council services and where these may be improved. 	<ul style="list-style-type: none"> contact our Customer Service Centre to raise concerns, make compliments and/or complaints regarding a service we provide flag concerns (and potential solutions, if appropriate) through our consultation exercises - such as resident satisfaction surveys and the annual budget consultation. Engage with services to co-producing and shaping plans for improve performance (i.e., policy development/service redesign) through forums like Making It Real, Children in Care Council, Youth Parliament etc.
Officers	<ul style="list-style-type: none"> contribute ideas and suggestions to improve services contribute to the delivery of service plans deliver objectives/actions outlined in individual EPDRs encouraged and supported to develop skills and knowledge relevant their role. accurately record information and intelligence (in line with necessary guidance) to enable timely analysis. 	<ul style="list-style-type: none"> positively engage in project work, identifying and anticipating potential risks raise concerns and report risks to line management as appropriate work to reduce and control operational risks in day-to-day work. engage with internal and external audits to ensure best practise and to seek learning and development opportunities contribute in a timely manner to any requests for information that help the Council to regularly track and monitor performance and improvement.
Team Managers	<ul style="list-style-type: none"> contribute to the development and delivery of service plans include service plan objectives in staff EPDRs ensures that data and information data is provided to enable timely consideration and reporting of performance and cost. Regularly monitor the performance and the quality of practice in their team through performance dashboards, feedback from audits, practice observation etc. support their team to develop individual skillsets and deliver agreed objectives. Regularly use the tools available (BI Hub etc.) to review their team performance to identify strengths and areas for improvement 	<ul style="list-style-type: none"> identify potential risks during the initial planning stage of projects so that pre-emptive actions can be taken for mitigation work in line with the corporate Risk Management Framework, and ensure officers are also working within these guidelines. work with group and strategic management to address performance issues and risks. Support individual and team learning and improvement by ensuring feedback is shared, improvement plans are in place and monitored for impact, creating a learning approach. contribute in a timely manner to any requests for information that help the Council to regularly track and monitor performance and improvement.

<p>Group Managers</p>	<ul style="list-style-type: none"> Responsible for development and delivery of service plans manages and encourages others to improve performance and identify opportunities for transformation and efficiencies. analyses and compares performance and quality across teams and localities communicates expectations across team and service areas, in relation to performance. Regularly use the tools available (BI Hub etc.) to review their team performance identify strengths and areas for improvement 	<ul style="list-style-type: none"> escalates performance issues based on risk to service directors and strategic management as appropriate ensure issues identified via assurance reporting are being acted on and remediated by relevant colleagues ensure that effective improvement plans are in place where performance is off track or quality needs to improve and monitors the impact of these to provide high support / high challenge where plans are not leading to positive change. identify performance risks with Team Managers and strategic management to ensure that under-performance in both service delivery and individual performance is monitored and managed effectively. contribute in a timely manner to any requests for information that help the Council to regularly track and monitor performance and improvement.
<p>Service Directors</p>	<ul style="list-style-type: none"> leads a culture of successful service delivery focused on outcomes and improvements ensures that service plans consider interdependencies across other services, complement other service plans and deliver the priorities and outcomes of the Council ensures all staff are encouraged and have opportunity to engage in performance improvement activity within their service area. Regularly use the tools available (BI Hub etc.) to review their team performance to identify strengths and areas for improvement 	<ul style="list-style-type: none"> accountable for performance within their areas of responsibility and encourages support and challenge across their group managers identifies cross service/Council implications of performance issues and risks. contribute in a timely manner to any requests for information that help the Council to regularly track and monitor performance and improvement.
<p>Corporate Directors</p>	<ul style="list-style-type: none"> provide leadership for one or more of the Council's strategic priorities ensure that all plans reflect the priorities and outcomes of the Council and enable their delivery contribute to and support the Council's priority setting process by Elected Members. Regularly use the tools available (BI Hub etc.) to review their team performance to identify strengths and areas for improvement 	<ul style="list-style-type: none"> support service directors to address cross service/council performance risks identifies cross service/Council implications of performance issues and risks. contribute in a timely manner to any requests for information that help the Council to regularly track and monitor performance and improvement.
<p>Corporate Leadership Team (CLT)</p>	<ul style="list-style-type: none"> support Members to develop and resource the strategic plan for Nottinghamshire lead a performance management culture and manage strategic and service performance risks as one Council ensure that decision making processes are based on accurate analysis, consideration of cost, benefits, performance and business intelligence promote continuous improvement by embedding the Quality & Performance Management Framework across the organisation. 	<ul style="list-style-type: none"> monitor the Corporate Risk Register and take regular reports to Cabinet ensure Group Managers are taking action to address causes of concern identified in regular assurance reporting provide challenge and ensure that the Council's planned action delivers the outcomes sought clearly communicate the Council's successes and areas for improvement.
<p>Elected Members</p>	<ul style="list-style-type: none"> determine the strategic plan for Nottinghamshire and delivery plans. provide accountability for delivery of the Council's plans and challenge performance 	<ul style="list-style-type: none"> take consideration of and action any thoughts or concerns received through contact with residents as appropriate

	<ul style="list-style-type: none">• review performance information, set policy and consider strategies to enable improvement.	
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