

NIPEC/17/16
(replacing NIPEC/14/11)

**NORTHERN IRELAND PRACTICE AND EDUCATION
COUNCIL FOR NURSING AND MIDWIFERY**

Performance Management Framework

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1. Introduction and Context

Research in the private sector has shown that organisations that adopt leading practices in performance measurement consistently generate higher Return on Assets and Return on Equity than other organisations not adopting these practices.

Within the current and the projected economic environment effecting public sector organisations it will be necessary to ensure that public sector organisations can achieve similar benefits and meet their goals of delivering better outcomes as effectively, efficiently, and economically as possible.

This Performance Management Framework (PMF) has been designed to help staff and members focus on the organisational performance management of the Council, and to assist NIPEC in ensuring that the organisation:

- responds to the needs of its stakeholders
- prioritises what gets done and ensuring there are enough resources to deliver it
- improves accountability for delivery
- ensures NIPEC provides value for money
- motivates and manages staff by recognising achievements.

In developing this Performance Management Framework, NIPEC has based it on the following properties:

- **Aligned and Effective** - the PMF accurately reflects business strategy and objectives
- **Measurable** - the PMF measures the key drivers of business value
- **Trusted** - data is accurate, credible, and believed to be so by staff
- **Trackable** - metrics are track able and comparable over time
- **Adaptable** - the PMF feeds into strategic planning and can evolve to meet business needs
- **Efficient** - information is presented in a consistent and easy to understand manner and data is gathered at a reasonable level of effort.

Performance measurement is the essential foundation on which performance is built. But, although performance indicators are important they are not the only way of assessing performance. The emphasis on performance measurement carries with it the risk that the process becomes an end in itself. Therefore, it is important that sight is not lost of the fundamental objectives of performance measurement:

- **Improved service** - performance measurement is one essential element in performance management to secure continuous improvement in services
- **Improved accountability** - clarifying the outputs and outcomes that are achieved for the resources used makes it easier to hold organisations accountable.

Performance measurement can contribute to effective services; can help improve performance by identifying good practice and opportunities to learn from others. It can also ensure that the Council is focused on its key priorities, and that areas of poor performance are investigated.

2. Performance Management Framework

As a large amount of data cannot usually be reviewed in a single meeting it is crucial that organisational meetings, which are often time-pressured, are structured in a way that supports strategic decision-making by providing information in a relevant and focused way.

NIPEC is of the view that there is no single way of structuring a framework which best fits all organisational meetings but in an attempt to address the above has considered how best to achieve effective meetings by taking on board the following:

- How to achieve consistency in meetings.
- Achieving focus on key issues without sacrificing a balanced review of other aspects of performance.
- Whether to present information in narrative or quantitative format.

A key element of using data from the performance framework is to facilitate the feedback into business planning, and linking organisational objectives directly to staff objectives.

Within NIPEC there is a staff appraisal system which facilitates the organisation in ensuring that the objectives within the business plan are actually executed and the achievement of the organisational goals are actively monitored and followed by staff.

3. Monitoring of Performance

NIPEC monitors its progress on an ongoing basis against the corporate objectives within the business plan via the following:

- **Business Team Meetings** - at each team meeting feedback is given on how NIPEC is progressing against its workload activity.
- **Audit and Risk Committee Meetings** - within the business of the meetings of the committee the following critical success factors are considered by members:
 - Financial breakeven projections at the year end
 - Staff absence recording
 - KPIs
 - Policy Grid
 - Risk Assurance Framework and Operational Risk Register
- **Council Meetings** - at each Council meeting verbal feedback and/or written reports are presented, as appropriate, in either narrative and/or quantitative formats to update members on current progress or inform them of new work initiatives.
- **Staff Performance and Development Process** - each member of staff participates in the above staff appraisal system which links the appropriate organisational objectives, contained within the business plan, to staff objectives together with facilitating staff development objectives.

Staff meet with their line manager early in the financial year to review and reflect on the outcomes of the previous SDPR, sign this off and also to discuss and set agreed objectives for the new financial year.