



PERFORMANCE MANAGEMENT FRAMEWORK

What is Performance Management?

1. Performance management is about making sure we **deliver**:

- ✓ **the right services**
- ✓ **at the right time**
- ✓ **in the right way, and**
- ✓ **at the right price.**

It is also about **improving** services - *“taking action in response to actual performance to make outcomes better than they would otherwise be”* (IDeA).

2. It applies to everyone within the organisation as well as our external partners, with whom we provide an increasing number of services.

3. Performance management follows the sequence of **Plan** → **Do** → **Review**.

- **Plan** means being clear about what we are setting out to achieve and how we are going to achieve it
- **Do** means putting our plans into action in the most efficient and effective way
- **Review** means monitoring results to ensure that:
 - we achieve what was planned and to the agreed standard
 - we can compare our performance with other service providers and with our own past achievements to show trends
 - we have relevant and timely information to feed back into the planning process, and
 - we can inform stakeholders accordingly.

4. Our Performance Management Framework sets out how we put this into practice.

Diagram 1 provides an overview of the steps to be taken, followed by a brief explanation of each.

Appendix 1 summarises Member and officer performance management roles and responsibilities.

Appendix 2 lists reporting arrangements for various Council and Partnership plans and strategies.

Appendix 3 contains an Action Plan for the implementation of this Framework.

Diagram 1: Overview of Performance Management Processes



PLAN →

1. Vision

Performance management begins with a clear vision. The Council and its partners in *Wyre Forest Matters* have agreed the following shared vision:

Wyre Forest is a vibrant District where all our communities enjoy a high quality of life and people value themselves and one another. Residents of all ages receive efficient services and play an active part in the success and wellbeing of the District. Our distinctive and beautiful rural landscape is preserved; our three uniquely identifiable riverside towns and the outlying villages thrive, socially and economically. Wyre Forest District is a safe, prosperous and healthy place to live, work and play.

The Council's corporate Vision, which is consistent with the above, is contained in our Corporate Plan 2008-11:

We want Wyre Forest to be a District with healthy, safe and flourishing communities that are supported by a strong and diverse economy. The local environment will be clean, inspiring and valued, where people are proud to live and work and are attracted to visit and invest.

This Vision is to be achieved through four Corporate Aims and is underpinned by our agreed values, which influence the way we work:

Aims

- A better quality of life
- A vibrant local economy
- A sustainable environment
- A well run and responsive Council

Values

- Being open, responsive and accountable
- Giving value for money
- Promoting sustainable development
- Putting customers first
- Valuing employees
- Working in partnership


Action:

- A. Promote awareness of our Vision, Aims and Values**

PLAN → (Continued)

2. Planning

The Council’s services are delivered through plans and strategies at all levels, both independently and in partnership with other service providers:



1. National Priorities <i>Central Government / LGA</i>	Service Standards	Targets for Improvement	Performance Indicators	Service Outcomes
2. Regional Priorities <i>West Midlands Region</i>				
3. Community / Area Priorities <i>Sustainable Community Strategies / LAAs</i>				
4. Council Priorities <i>Corporate Plan and Priorities</i>				
5. Directorate Action <i>Directorate Business Plans</i>				
6. Individual Performance <i>Employee Development Reviews</i>				
7. Service-Specific Plans and Strategies				

The Council has agreed four Priorities in its new Corporate Plan, which support the four Corporate Aims:

Aim	A Better Quality of Life	A Sustainable Environment	A Vibrant Local Economy	A Well Run & Responsive Council
Priority	More Affordable Housing	Reducing Waste to Landfill & Increasing Recycling	District-wide Regeneration	Improving Efficiency & Value for Money

Our Directorate and Service Business Plans (no. 5 above) are the principal means of delivering services on the ground, and provide a link between high-level strategic aims and team / individual performance (the ‘Golden thread’).

Action:

- B. Maintain a record of Council Plans and Strategies**

PLAN → (Continued)

3. Commitment

Organisational commitment is demonstrated through the allocation of responsibilities and resources.

Members' responsibilities are set out in the Council's Constitution and the Political Structure. **Officers'** responsibilities are contained in the Constitution, Job Descriptions, Directorate and Service Business Plans developed alongside the annual budget process.

Ownership of responsibility is further supported by:

- the Employee Development Review (EDR) scheme to link organisational targets and actions with those of individual employees
- commitment to training and development through the Annual Training Plan and Training Budget, and
- adoption of a competency-based management development framework

A summary of performance management roles is given in **Appendix 1**.

Financial resources are allocated to the Council's Aims and Priorities through the Medium Term Financial Strategy and annual Revenue and Capital Budgets. Resources provided by other bodies are secured through our External Funding Strategy.

Action:

- C. Ensure responsibility for services is clear, especially those which are cross-cutting**
- D. Monitor training needs, costs and benefits**
- E. Implement the competency-based management development framework**

4. Action and Results

Services are delivered in accordance with our strategies and plans, having regard to the following:

- Service **standards** (where agreed), published to inform stakeholders of the minimum level of service to be expected
- SMART **targets** to achieve planned improvements in service levels
- **Performance indicators** (PIs) to measure service-delivery in practice (outputs) and to help focus attention on areas most in need of improvement, and
- Strategic **outcomes**, for example increased prosperity or community safety.

Dedicated performance management software (*Covalent*) helps to provide consistency and better access to information on ownership, service activity and PIs, and to improve monitoring and reporting procedures.

A Data Quality Strategy has also been developed to ensure the proper collection, recording, analysis and reporting of data for performance management purposes.

Action:

- F. Agree and publish service standards
- G. Implement Covalent software for all Members and officer
- H. Implement the Data Quality Action Plan

REVIEW →

5. Monitoring and Progress Reporting

Feedback and other information generated in delivering services enables us to actively monitor performance and report as necessary to Committees, management & operational teams, individuals, members of the public and external agencies. This is undertaken in accordance with the frequencies shown in **Appendix 2**.

Action:

I. Ensure performance in monitored in accordance with Appendix 2.

6. Review and Response

Reviewing and taking corrective action are essential steps as they distinguish performance management from performance monitoring. Action taken is recorded to provide an audit trail and evidence of improvement, and could include any or all of the following:

- Reassessing the need for a particular service
- Re-designing standards, indicators and targets
- Reviewing systems and processes
- Re-evaluating resource requirements

Services may be periodically reviewed along Best Value lines, examining the 4Cs of Challenge, Consult, Compare and Compete.

Customer / user feedback is used to support these processes, while benchmarking with other service providers helps to set Council performance into context by comparing processes and PI results, for example when carrying out service reviews or value-for-money exercises.

Results of service performance are published internally and externally in the Council's Annual Report and Overview & Scrutiny Committee reports.

Implementation of this Framework is overseen by the Corporate Management Team and a Performance Management Group with representation from all Divisions. An Action Plan is contained in **Appendix 3**.

Action:

- J. Take and record any necessary corrective action**
- K. Agree a corporate approach to service reviews**
- L. Establish corporate benchmarking arrangements**
- M. Consult stakeholders in accordance with the Consultation Strategy**
- N. Publish details of service outcomes internally and externally**
- O. Establish a performance management group to review this Framework**
- P. Implement Covalent software for all Members and officer**
- Q. Implement the Data Quality Action Plan**

Further Information

Glossary

Benchmarking	A measurement or standard that serves as a point of reference by which performance is measured. A structured approach for identifying the best practices and more efficient and effective processes.
Outcomes	A measurable, external consequence attributed to an organisation, policy, program or initiative (i.e. the results of activities and outputs).
Outputs	The product (goods, money, materials or services) of an activity.
Performance indicators	Quantitative or qualitative measures of a service.
Priorities	Objectives or targets which are the most important for the organisation or individual to deliver.
Standards	Minimum level of service to be provided and which service users can reasonably expect.
Targets	The level of performance that the organisation or individual aims to achieve.
Values	The beliefs within the organisation as demonstrated through the day-to-day behaviours of all employees. An organisation's values make an open proclamation about how it expects everyone to behave.
Vision	A statement that captures what the organisation wants to achieve overall in the longer-term (5 – 10 years).

Useful websites

Communities & Local Government	www.communities.gov.uk
Audit Commission	www.audit-commission.gov.uk
Covalent	www.covalentlg.com
IDeA	www.idea.gov.uk
LGA	www.lga.gov.uk
WM Regional Centre of Excellence	www.wmcoe.gov.uk

Performance Management Roles

Who	Role	When
Full Council	<ul style="list-style-type: none"> • Approving Council Plans & Strategies • Agreeing the Budget and Annual Priorities • Monitoring 'out-turn' performance information published in the Annual Report 	<ul style="list-style-type: none"> • As required • Annually (Feb/Mar) • Annually (June)
Cabinet	<ul style="list-style-type: none"> • Endorsing new Plans & Strategies for Council approval • Approving Directorate & Service Business Plans • Formulating the Budget and Annual Priorities for Council approval • Monitoring progress with Annual Priorities • Monitoring other Plans & Strategies 	<ul style="list-style-type: none"> • As required • Annually (Apr) • Annually (Oct-Feb) • Monthly • As required (see App. 2)
Individual Cabinet Members	<ul style="list-style-type: none"> • Monitoring PIs and Business Plan targets for relevant services in consultation with Directorates 	<ul style="list-style-type: none"> • Continuous
Scrutiny Committees	<ul style="list-style-type: none"> • Monitoring progress with: <ul style="list-style-type: none"> ○ Annual Priorities ○ PIs ○ Directorate & Service Business Plan targets 	<ul style="list-style-type: none"> • See Appendix 2
CMT	<ul style="list-style-type: none"> • Agreeing Plans & Strategies for Cabinet endorsement • Agreeing Directorate Service Business Plans for Cabinet approval • Monitoring progress reports for Cabinet consideration and overseeing corrective action 	<ul style="list-style-type: none"> • As required • Annually • See Appendix 2
DMTs	<ul style="list-style-type: none"> • Producing Plans & Strategies for CMT agreement • Implementing Plans & Strategies • Monitoring progress with implementation and determining corrective action where necessary 	<ul style="list-style-type: none"> • As required • Continuous • See Appendix 2
Section Managers	<ul style="list-style-type: none"> • Monitoring the Section's performance, taking corrective action where necessary and giving feedback to relevant officers 	<ul style="list-style-type: none"> • Continuous
All Employees	<ul style="list-style-type: none"> • Individual performance, including agreeing personal targets and PIs • Giving 'bottom up' feedback and contributing to service improvement both generally and through the EDR process 	<ul style="list-style-type: none"> • Continuous • Continuous
Partnerships	<ul style="list-style-type: none"> • Actively contributing to Plans & Strategies • Monitoring and reporting progress • Taking corrective action where necessary 	<ul style="list-style-type: none"> • Continuous • Continuous • Continuous

Performance Monitoring Reports

Service Area / Performance Information	Internally		Committees		Resp. Directorate
	Freq	Where	Freq	Where	
1. Corporate Plan: Priorities	Mon	CMT	Mon	Pre-Cab	CEO
			Mon	OSC	
2. Directorate & Service Business Plans	Qly	DMTs	Ann	Pre-Cab & Council	All (led by CEO)
3. Use of Resources	Qly	CMT	BA	OSC	DoR
4. VFM	Qly	CMT	BA	OSC	DoR
5. Data Quality	BA	CMT	BA	OSC	CEO
6. NIs	Qly	CMT	Qly	OSC & Pre-Cab	CEO
7. Partnerships	BA	CMT	BA	OSC	CAP
8. AAIL & AAIP progress	BA	CMT	BA	Audit Cttee	DoR
			Qly	OSC	DoR
9. Inspections	TBC	CMT	TBC	Pre Cab & OSC	CEO
10. Risk Register	Qly	CMT	BA	Audit Cttee	DoR
11. Internal Audit Reports	Qly	CMT	Qly	Audit Cttee	DoR
12. Corporate Governance Framework	BA	CMT	BA	Audit Cttee	LCS
13. Single Equality Scheme (action plan)	BA	CMT	BA	OSC	CEO
14. Budget (spending)	Mon	DMTs			DoR
	Qly	CMT			
15. Training reviews	Mon	DMTS			CEO
16. EDRs	BA	All			CEO
17. Annual Report	Ann	DMT	Ann	Council	CEO
18. Sustainable Community Strategy (incl. LAA Priorities)	Qly	CMT	TBC	TBC	CAP

Key:

Mon – Monthly
 Qly – Quarterly
 BA – Bi-annual
 Ann – Annually

CAP – Community & Partnership Services
 CEO – Chief Executive’s Office
 DoR – Directorate of Resources
 LCS – Legal and Corporate Services
 OSC – Overview & Scrutiny Committee

DRAFT – Details to be Confirmed

Performance Management Action Plan

This Action Plan is based on recommendations made by the Audit Commission following an audit of the Council's Performance Management functions in 2008/09. The recommendations support specific Key Lines of Enquiry.

Key Line of Enquiry	Recommendation	Action	Timescale	Responsible Officer
Agreeing outcomes and priorities	Develop links between Council Priorities, LAA and SCS	Ensure consistency between outcomes and measures for Council, LAA and SCS Priorities. Demonstrate how they are aligned		
Developing success measures	Clearer outcomes with measures	Produce guidance on outcomes		
		Ensure business plans contain outcomes with indicators to measure progress		
		Ensure plans contain a mix of national and local indicators which also reflect the diversity of the District		
Setting targets	Ensure broad involvement in target-setting	Involve Members, staff and users in setting challenging but realistic targets		
Collating performance data	Increase awareness and role of Covalent	Review current data collection processes and systems		
		Provide Covalent training for key Members and officers		
Monitoring and reporting performance data	Improve clarity and scope of reporting.	Review and agree reporting arrangements with all stakeholders		
		Clarify roles of CMT, DMTs, Cabinet and Scrutiny Members in monitoring and challenging performance		

**Agenda Item No. 6
Appendix A**

Key Line of Enquiry	Recommendation	Action	Timescale	Responsible Officer
		Report performance relative to resources and satisfaction levels		
		Include progress with outcomes in reports		
		Develop an approach to benchmarking, including for VFM		
		Align Council and partner processes more closely		
Learning and reviewing.	Assess the impact of performance processes.	Ensure performance data is analysed and the information used to improve both performance and learning from key themes and trends		
Embedding the performance culture	Corporate re-launch.	Roll-out of framework led by Cabinet and CMT		
		Awareness-raising sessions for all Members and DMTs		