

Wyre Forest District CouncilAPPENDIX ACORPORATE PERFORMANCE CLINICSDRAFT TERMS OF REFERENCE

<p>Purpose</p>	<ul style="list-style-type: none"> • Challenge, assess and remedy poor performance through resulting Action/Improvement Plans, more frequent updates, shift in resources where appropriate and additional support • Ensure performance data is being collected and used effectively to improve the day to day operation and efficiency of services • Enhance the role of managers in driving improvement and the management of key performance indicators and targets • Reinforce ownership of performance and accountability of managers and officers in achieving continuous improvement • Compare performance with other authorities and where higher performance is identified to investigate why, and then make improvement to the service based upon what is judged relevant and appropriate • Provide a proactive vehicle for driving improvement and sharing of best practice and learning • Provide a forum that formally recognises good and improving performance • Continue to strengthen the Council's Performance Management arrangements • Increase awareness of how the Council is performing to residents, partners, employees and Members
<p>Role</p>	<ul style="list-style-type: none"> • Monitor and analyse both the wider performance of the Council and the delivery of specific services ensuring that underperformance is addressed at an early stage • Support the development and oversee the successful implementation of Action/Improvement Plans for underperforming services • Celebrate good and improving performance and encourage the sharing and learning of best practice across all service directorates
<p>Actions</p>	<ul style="list-style-type: none"> • Identify and address underperforming services by working with the appropriate Director and Service Manager • Monitor the delivery of agreed action/improvement plans

	<ul style="list-style-type: none"> • Monitor the delivery of the approved Audit Commission Performance Management Action Plan • Embed the ownership of the Council’s Performance Management Framework across all service Directorates • Ensure that quality data is collected and used, including satisfaction rates and survey results e.g. Place Survey for improving performance and efficiency of services • Publicise internally and externally, good and improving performance • Provide both ‘Exception’ and ‘Highlight’ reports to the Corporate Resources Committee on a quarterly basis
<p>Working Arrangements</p>	<ul style="list-style-type: none"> • Membership: <ul style="list-style-type: none"> - Leader of the Council - Leader of the Opposition - Chief Executive - Policy & Performance Officer - Appropriate Service Manager - Other Officers with specialist knowledge of the service area / collection of data may also be asked to attend • Minutes of the bi-monthly meetings and resulting Action/Improvement Plans will be tabled to Cabinet • Quarterly ‘Exception’ (underperformance) and ‘Highlight’ (performance has been reached or exceed) reports to be tabled to the Corporate Resources Scrutiny Committee • Underperformance will be defined as: <ul style="list-style-type: none"> - PIs reported as red/amber for 2 consecutive reporting periods - PIs reporting a downward trend for 2 consecutive reporting periods - Bottom quartile PIs - Corporate Plan Priority targets that have missed deadlines/milestones - Internal Audit request - service areas identified as having ‘significant weaknesses’ and for which recommendations have not been implemented by their agreed implementation date - Service areas identified as under-performing by external audit or by public consultation / satisfaction ratings • Meetings will be held in private but open for other Members to attend as observers
<p>Review</p>	<ul style="list-style-type: none"> • A review of the effectiveness of the Corporate Performance Clinics will be undertaken in March 2010
<p>Date adopted</p>	<ul style="list-style-type: none"> • June 2009