

**Performance Management Action Plan
Progress up to March 2010 and proposed Action for 2010/11**

Rec.	Action	Time scale	Progress	Proposed Future Action
1. Develop links between Council Priorities, Local Area Agreement and Sustainable Community Strategy	Ensure consistency between outcomes and measures for Council, Local Area Agreement and Sustainable Community Strategy Priorities. Demonstrate how they are aligned	Oct 09	<ul style="list-style-type: none"> • Corporate Plan and Business Plans linked to Sustainable Community Strategy (SCS). • Quarterly meetings between Cabinet Members and Theme Leads – first briefing 29 September 2009. • Link strengthened further through Business Planning training for manager completed in November 2009. • All Council reports reflect SCS links. • Council representative on the Worcestershire Partnership Performance Management Working Group which monitors delivery of the LAA. • Policy & Performance Officer working with the Wyre Forest Matters Manager to ensure consistency of information held on performance management systems CorVu and Covalent including targets. Also identifying gaps in data needed for monitoring LAA and LSP targets to enable inclusion in the WFDC 2010/11 Business Plans. • Corporate Development & Performance Management Group undertaken a mapping exercise of WFDC contribution towards achieving LAA targets and links to be highlighted in the 2010/11 Business Plans. 	<ul style="list-style-type: none"> • Work with Wyre Forest Matters Manager on development of the LSP Priorities. • Produce quarterly report demonstrating Wyre Forest District Council contribution to Local Areas Agreement and report to both the Council and LSP.
2. Clearer outcomes with measures	Produce guidance on outcomes	Nov 09	<ul style="list-style-type: none"> • Guidance and discussions regarding outcomes was included in Business Plan training for managers held in November 2009 and also in Business Plan Guidance notes. • Guidance on outcomes is available on Council's intranet. • Corporate Development & Performance Management 	<ul style="list-style-type: none"> • Promote guidance through the Corporate Development & Performance Management Working Group.

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			Working Group champions for each Directorate will be embedding and monitoring outcomes and indicators.	
	Ensure business plans contain outcomes with indicators to measure progress	Mar 10	<ul style="list-style-type: none"> • Broad outcomes for Services contained in 2009/10 Business Plans – this was strengthened by Business Plan training in November 2009. • CED officers supported managers in the development of outcomes as part of their Business Plan for 2010/11. Although indicators will not be specifically in place for individual outcomes, action and indicators from the Business Plan will support and measure progress against the service outcomes. 	<ul style="list-style-type: none"> • Develop Business Plans for 2011/12 with outcomes for all Actions.
	Ensure plans contain a mix of national and local indicators which also reflect the diversity of the District	Mar 10	<ul style="list-style-type: none"> • Review of performance indicators was part of the training and development of 2010/11 Business Plans in November which promoted the use of indicators which reflect diversity. This was reinforced by support officers when working with managers on Business Plan development. • Equality Impact Assessment training in August and September 2009 broadened awareness amongst officers of diversity and community need. 	<ul style="list-style-type: none"> • Better integrate data regarding the diversity of the district into performance information and decision making.
3. Ensure broad involvement in target-setting	Involve Members, staff and users in setting challenging but realistic targets	Sep 09 – Feb 10	<ul style="list-style-type: none"> • Corporate Performance Clinics and Corporate Development & Performance Management Working Group established to involve Members and employees in performance issues. • CMT / Cabinet workshops in October 2009 for development of Council priorities and budget proposals. • Member Champions from the Corporate Resources Scrutiny Committee for each Directorate Business Plan. • Community Engagement Forums to be held to engage the public. 	<ul style="list-style-type: none"> • Develop a more robust framework for Member involvement in target setting as part of the development of the new Corporate Plan.

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			<ul style="list-style-type: none"> • Business Planning training promoted the involvement of employees and Members in the development of target. 	
4. Increase awareness and role of Covalent (Council's Performance Management system)	Review current data collection processes and systems	Ongoing	<ul style="list-style-type: none"> • Data collection processes reviewed following restructure. • Policy & Performance Officer attended Directorate Management Team (DMT) meetings to help embed collection processes and provide guidance on the use of Covalent. • More frequent data collection agreed by CMT in response to Qedis recommendations. • Revised Data Quality Policy reported to CMT and Corporate Resources Scrutiny Committee. Data Quality incorporated into Business Plan training and guidance on intranet. 	<ul style="list-style-type: none"> • Embed the Council's Data Quality Policy and required processes.
	Provide Covalent training for key Members and officers	Mar 10	<ul style="list-style-type: none"> • Continuous training provided to administrators as necessary with training in October for new users from Resources Directorate. Guidance notes available for read-only users and for general functions for Active Users. • Champions in each Directorate. • Awareness raising sessions provided at DMT meetings. • Training being provided to Members of Scrutiny Committees as part of general performance management training. • Details of Covalent including a link and guidance notes being developed for the intranet. 	<ul style="list-style-type: none"> • Continue rolling out training to Members. • Develop Covalent intranet page.
5. Improve clarity and scope of reporting.	Review and agree reporting arrangements with all stakeholders	Aug / Sep 10	<ul style="list-style-type: none"> • Annual Report provided to Local Strategic Partnership and published on the Council's website. • Quarterly meetings between Cabinet Members and Theme Leads – first briefing 29 September 2009. 	<ul style="list-style-type: none"> • Quarterly reporting of Wyre Forest District Council contribution to the Local Area Agreement to

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Appendix 1**

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			<ul style="list-style-type: none"> • Wyre Forest Locality Self Evaluation completed to address gaps and strengthen reporting arrangements. • 'How are we doing?' Campaign set up to promote performance internally and externally. 	the Council and LSP.
	Clarify roles of CMT, DMTs, Cabinet and Scrutiny Members in monitoring and challenging performance	Sep 10	<ul style="list-style-type: none"> • Roles set out in the Performance Management Framework. • Reports have been tabled at CMT regarding performance management processes. • Clear process (flowchart) for performance reports reported to Cabinet Members, Scrutiny Members and Corporate Performance Clinic. 	<ul style="list-style-type: none"> • Maintain and update as necessary the roles and reporting flowchart in the Performance Management Framework. • Continue rolling out training to Members
	Report performance relative to resources and satisfaction levels	Jun 10	<ul style="list-style-type: none"> • Business Plans have financial summary and link to budget codes. • How we measure Value for Money, which will include resources and performance, is being considered as part of a review of benchmarking processes. 	<ul style="list-style-type: none"> • Report satisfaction results as part of Place Survey in Autumn 2010.
	Include progress with outcomes in reports	Jun 10	<ul style="list-style-type: none"> • Annual report has broad outcomes for Priorities. Intend to report on Business Plan outcomes at the end of the year. 	<ul style="list-style-type: none"> • Continue to develop the Annual Report to communicate outcomes to our stakeholders.
	Develop an approach to benchmarking, including for Value for Money	Ongoing	<ul style="list-style-type: none"> • Paper on benchmarking, including Value for Money (VfM) tabled at CMT on 28 January 2010 and a number of proposals agreed including a review of current benchmarking and formalisation of approach for VfM benchmarking. Follow up report scheduled for CMT on 1 April 2010. • Benchmarking was also reviewed by the Corporate Development & Performance Management Working Group and it is anticipated that this Group will be involved in the implementation of CMT proposals. • Exercise undertaken with Worcestershire Performance Officers Group to ascertain what benchmarking is 	<ul style="list-style-type: none"> • Implement corporate timetable for benchmarking activities (TBC by CMT)

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			<p>being undertaken by County colleagues. Agreed that the group could be used for specific benchmarking activities.</p> <ul style="list-style-type: none"> • General benchmarking guidance is available on the Council Intranet. 	
	Align Council and partner processes more closely	Jul 09 (part of Transformation Delivery Plan)	<ul style="list-style-type: none"> • Wyre Forest Matters Local Strategic Partnership developing performance management arrangements with a view to aligning with Wyre Forest District Council Performance Management Framework where possible. • Wyre Forest Matters Manager working with Policy & Performance Officer to align the Councils performance system Covalent and the partnership system CorVu for collation and reporting of LSP performance data. • Quarterly meetings between Cabinet Members and Theme Leads to align process more closely. 	<ul style="list-style-type: none"> • Quarterly data sharing and reporting of Wyre Forest District Council contribution to the Local Area Agreement to the Council and LSP.
6. 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	Constant process	<ul style="list-style-type: none"> • Corporate Performance Clinics developed to analyse performance, address poor performance and recognise / learn from good performance. This process will undergo annual review in March to ensure it is functioning effectively. • Communication campaign 'How are we doing?' developed to promote performance internally and externally. • Performance reported to CMT and Cabinet with specific Scrutiny Members signed up to monitor individual Business Plans. • Place Survey data is being used by the Corporate Development and Performance Working Group. • Business Plan training reinforced use of previous performance to guide target setting and the development of subsequent business planning. 	<ul style="list-style-type: none"> • Develop analysis of performance through Business Plan monitoring and the Corporate Performance Clinics.

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7. Corporate re-launch.	Roll-out of framework led by Cabinet and CMT	Nov 09	<ul style="list-style-type: none"> • Chief Executive is Chair and Leader of the Council is Vice Chair of the Corporate Performance Clinics. • CMT strengthening performance management through their DMTs. • Cabinet and CMT agreed a number of reports and recommendations for performance management processes. • General performance management training being undertaken with Members from the Corporate Resources Scrutiny Committee. 	<ul style="list-style-type: none"> • Performance Management driven by Transformation Board.
	Awareness-raising sessions for all Members and DMTs	Nov 09	<ul style="list-style-type: none"> • Corporate Development & Performance Management Group to champion performance management issues within Directorates. • Covalent sessions with DMTs completed in August / September 2009. • Performance Management sessions underway for Corporate Resources Scrutiny Committee. 	<ul style="list-style-type: none"> • Continue awareness raising sessions with Members.

Key

CMT – Corporate Management Team
LAA – Local Area Agreement

DMT – Directorate Management Team
LSP – Local Strategic Partnership