

WYRE FOREST DISTRICT COUNCIL

CABINET MEETING
THURSDAY 28 JULY 2005

Performance Management Framework

OPEN	
COMMUNITY STRATEGY THEME	Internal Organisational Theme
CORPORATE PLAN THEME:	Improving Corporacy and Performance
KEY PRIORITY:	Organisational Performance
CABINET MEMBER:	Councillor John-Paul Campion
RESPONSIBLE OFFICER:	Corporate Performance Advisor
CONTACT OFFICER:	Peter Jones Ext 2723
APPENDICES	Performance Management Framework

1. PURPOSE OF REPORT

- 1.1 To adopt a revised Performance Management Framework.

2. RECOMMENDATION

The Cabinet is asked to **RECOMMEND** to Council that:

- 2.1 The Performance Management Framework in the Appendix to this report be adopted with immediate effect;
- 2.2 Action to implement the Framework be taken in accordance with paragraph 4.2 below.

3. BACKGROUND

- 3.1 The Council adopted a Performance Management Framework (PMF) in 2002, which outlined monitoring arrangements for Divisional Service Business Plans and performance indicators.
- 3.2 Since then, the number of other plans and strategies has increased considerably and the emphasis nationally on performance management has grown as a result of Comprehensive Performance Assessment (CPA) of all councils.
- 3.3 Performance management is one of the improvement priorities contained in this Council's post-CPA Improvement Plan and it is also one of KPMG's (external auditor) priorities in the Audit & Inspection Plan for 2005/06.
- 3.4 A more comprehensive PMF has therefore been developed to address these issues and to further support the drive for continuous improvement in services.

4. KEY ISSUES

- 4.1 The revised PMF is attached as an **Appendix** to this report and takes a broader, more rounded approach to performance management rather than concentrating solely on monitoring.
- 4.2 The focus therefore is on ensuring that performance management is “embedded in the culture of the organisation” (recommendation in the CPA Inspectors’ report, 2004), for which a series of actions has been identified in the new PMF:
- a) Maintain awareness of the Council’s Vision
 - b) Ensure our corporate Values are reflected in policies and practices
 - c) Ensure that responsibility for delivering individual and cross-cutting services is clearly understood
 - d) Monitor Members’ and officers’ training needs continuously
 - e) Implement the new competency-based framework for management development
 - f) Show a clear link between the Council’s priorities and allocation of resources
 - g) Maintain an updated record of Plans and Strategies on the Council’s intranet
 - h) Ensure there is a clear link (‘Golden Thread’) between the Corporate Plan, Service Business Plans and individual Employee Development Reviews
 - i) Agree and publish service standards
 - j) Implement new *Covalent* performance management software corporately
 - k) Monitor performance in accordance with Table 2 in the PMF (subject to any refinements and developments which may be required over time)
 - l) Take any necessary corrective action following monitoring, and maintain a record of action taken
 - m) Continue to consult stakeholders
 - n) Publish service outcomes resulting from the above
- 4.3 New computer software (see ‘j’ above) is now in place and is gradually being rolled out across all Divisions. This is a medium term programme (up to three years), which will improve monitoring and reporting of performance results. Relevant officers have received basic instruction and training for both officers and Members will be provided later this year as use of the system increases.
- 4.4 It is likely that this PMF will develop in the light of experience, and adjustments will therefore be made as appropriate to ensure that it is fit-for-purpose and reflected in every day practice.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from this report.

6. LEGAL AND POLICY IMPLICATIONS

- 6.1 Implementation of this PMF builds on existing performance management policy and practice. There are no direct legal implications.

7. RISK MANAGEMENT

- 7.1 Failing to act in upgrading our performance management arrangements would make it harder to achieve service improvements and would be likely to result in an adverse audit report.

8. CONCLUSION

- 8.1 Performance management underpins everything we do as a Council and it is essential that it is carried out as effectively as possible to secure the best possible service outcomes.
- 8.2 Adoption of the new PMF will help to improve internal practices and external service delivery.

9. CONSULTEES

- 9.1 Leader of the Council; Cabinet Member for Finance & Corporate Affairs; CMT.

10. BACKGROUND PAPERS

- 10.1 Performance Management, Measurement & Information Project (*Audit Commission and IDeA*)
- 10.2 Corporate Performance Management Project (*WMLGA*)
- 10.3 CPA Report (WFDC) (*Audit Commission*)
- 10.4 Audit and Inspection Plan 2005/06 (*KPMG and Audit Commission*)