



PERFORMANCE MANAGEMENT FRAMEWORK

What is Performance Management?

1. Performance management is about making sure we provide:

- ✓ **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 have relevant and timely information to feed back into the planning process
 - we can compare our performance with other service providers, and
 - we can inform stakeholders accordingly.
4. In Wyre Forest, we have combined these elements into a Performance Management Framework to make it easier to see what action is taken, by whom and when. This is set out as follows:
 - **Diagram 1** provides an overview of the key performance management steps to be taken
 - **Table 1** shows where these fit within the Council's documents and processes
 - **Table 2** summarises performance monitoring frequency, and
 - **Table 3** sets out a calendar for reporting performance to Members.
5. Performance management is a dynamic process and the Framework can therefore be expected to develop further over time in the light of experience and any new statutory requirements and strategies adopted by the Council.

Further information can be obtained from Peter Jones, Corporate Performance Advisor, Strategy and Performance Unit (ext 2723)

Diagram 1: Overview of Performance management Framework



Table 1: Performance Management in WFDC

	What	Where / How
PLAN	1. Vision	<ul style="list-style-type: none"> • Community Strategies (County and District) • Corporate Plan (Council)
	2. Commitment	<ul style="list-style-type: none"> • Constitution • Political and organisational structures • Financial and Human Resources Strategies
	3. Planning	<p style="text-align: center;"><u>External / Partnership</u></p> <ul style="list-style-type: none"> • National & Regional Priorities • Community Strategies • Other Partnerships <p style="text-align: center;"><u>Council</u></p> <ul style="list-style-type: none"> • Corporate Plan • Service Business Plans • Employee Development Reviews (EDRs) • Budget (including Efficiency Statements) • Local Priorities – Key Commitments • Improvement Plan (post-CPA) • Best Value Performance Plan (incl PIs) • Annual Audit & Inspection Plan • Corporate Governance Framework • Corporate Risk Register • Training Plan
DO	4. Action and Results	<ul style="list-style-type: none"> • Delivering services with regard to: <ul style="list-style-type: none"> - Agreed minimum standards - Targets for improvement - Performance indicators (measures) - Customer feedback
REVIEW	5. Monitoring	<ul style="list-style-type: none"> • Partners (external) • Audit and Inspection (external) • Cabinet • Committees & Panels • Corporate Management Team • Divisional Management Teams • Individual EDRs
	6. Review & Response	<ul style="list-style-type: none"> • Taking any corrective action required • Informing stakeholders

Further information on these is given below.

1. Vision

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

By working together, Wyre Forest in 2014 will be a prosperous District where everyone can thrive at work and at play, at home and in the community, and can learn and develop throughout their lives in a safe, attractive and healthy environment.

The Council's corporate Vision, which is consistent with the above, is contained in the Corporate Plan *Building A Better Future 2003-08*:

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 is underpinned by our agreed values, which influence the way we work :

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

Action:

- a) Maintain awareness of our Vision
- b) Ensure our corporate Values are reflected in policies and practices

2. 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 and Divisional Service Business Plans.

'Ownership' of service delivery is clearly established, supported by:

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

Financial resources support the Council's aims and priorities through the Medium Term Financial Strategy and Revenue and Capital Budgets. Funding for local priorities (Key Commitments) is contained in the Best Value Performance Plan. The Council's own resources are supplemented by external funds from a variety of sources.

Action:

- c) Ensure responsibility for services (including cross-cutting) is clear
- d) Constantly monitor training needs and benefits
- e) Implement the new competency-based management development framework
- f) Ensure there is a clear link between priorities (Key Commitments) and allocation of resources

3. Planning

The Council's services are delivered through the following plans and strategies:

External and Partnership Strategies and Plans

- **National Priorities** – agreed between central Government and the Local Government Association
- **Regional Priorities** – set by the West Midlands Regional Assembly
- **Worcestershire Community Strategy** – agreed by Worcestershire Partnership
- **Wyre Forest District Community Strategy** – agreed by Wyre Forest Matters
- **Community Safety Strategy** – agreed by Wyre Forest Community Safety Partnership
- **Local Public Service Agreements / local Area Agreement** - Countywide
- **Economic Development & Regeneration Strategy** – regional initiative including the Government Office for the West Midlands and Advantage West Midlands
- **Implementing Electronic Government Statement** – linked to the Worcestershire Hub

Council Strategies and Plans

- **Corporate Plan** – Building A Better Future 2003-2008 *
- **Annual Service Business Plans** – for the six operational Divisions *
- **EDR scheme** – performance management at individual level *
- **Local Priorities** – Five Key Commitments for 2005/06
- **Medium Term Financial Strategy** (three-year) and annual **Budget**
- **Annual Efficiency Statements** – required by Office of the Deputy Prime Minister
- **Improvement Plan** – focussing on priorities for improvement 2005-2008
- Annual **Best Value Performance Plan** - including all performance indicators
- **Annual Audit & Inspection Plan** – external auditor and Audit Commission
- **Corporate Governance Framework** – part of the Council's internal control infrastructure
- **Risk Management Strategy** – to identify and minimise risks to the Council's aims and priorities
- **Corporate Training Plan** – for development of human resources

Action:

- g) Maintain an updated record of Council Plans and Strategies on the intranet
- h) Maintain the 'Golden Thread' between these * plans in particular

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 improvements in service levels.
- ⇒ **Performance indicators** (PIs), used to measure actual delivery and to help focus attention where it is needed most.

In addition, customer / user feedback is used to support service improvement.

New performance management software (*Covalent*) is being used from 2005/06 to help keep track of ownership, actions, PIs and risks, and to assist in presenting reports as and when required in a more user-friendly way.

Action:

- i) Agree and publish service standards
- j) Implement *Covalent* software for all Members and officers

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, teams and individuals.

This is carried out in accordance with the information contained in **Table 2 (below)**.

Action:

k) Monitor performance in accordance with Table 2 (below)

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, where relevant, evidence of improvement. This could include any or all of the following:

- Reassessing the need for a particular service
- Reconsidering standards, indicators and targets
- Reviewing systems and processes
- Re-evaluation of resource requirements

Results are published internally and externally to inform stakeholders of outcomes in our Best Value Performance Plan, Newsywe and Cabinet Scrutiny reports.

Action:

- l) Take and record any necessary corrective action
- m) Continue to consult stakeholders
- n) Publish details of service outcomes

Table 2: Annual Performance Monitoring

Action / Plan / Strategy		Cabinet	Cabinet Scrutiny	P&S / Audit Panel	CMT	DMT	EDR	Ext Audit / Inspection	Partners
Partnership & External	National & Regional Priorities	Six-monthly			Six-monthly				
	Community Strategy	Six-monthly	As required	As required	Six-monthly			Annual	Quarterly (LSP)
	Community Safety	Six-monthly		Bi-monthly	As required				Monthly (GOWM) Quarterly (WFCSP)
	LPSA / LAA	As required			As required	As required			As required (County)
	Worcs Hub	Monthly	As required	As required	Monthly				As required
	Shared Services	As required			Monthly				Monthly (County)
Council	Corporate Plan				Six-monthly		Continuous		
	Budget (review)			Fortnightly (Budget Review Group)					
	Budget (spending)	Quarterly			Monthly	Monthly		Annually	
	Key Commitments	Monthly	Quarterly		Monthly	Monthly		Annually	
	Business Plans		Six-monthly		Annually	Quarterly	Continuous		
	Improvement Plan	Quarterly	Quarterly		Monthly	Quarterly			
	Audit & Inspection Plan	Annually	Six-monthly	As required	Quarterly	Six-monthly		Annually	
	Internal Audit Reports			Quarterly	Quarterly	As required		Annually	
	Corporate Governance	Annually			Six-monthly	Six-monthly			
	BVPP	Annually			Annually	Annually		Annually	
	HR Statistics	Monthly			Monthly	Monthly			
	Complaints / Feedback	Monthly			Monthly	Monthly			
	Performance Indicators	Monthly	Quarterly		Six-monthly	Quarterly			
	Risk Management				Quarterly	As required			
	e-government (IEG)	Annually			Quarterly (via ICE Group)				
	IIP					Six-monthly	Continuous		
Working Groups				Quarterly					
Training				Annually	Monthly	Continuous			
Individual						Six-monthly			

