Annex Four: Provisional Implementation Plan for Proposed Performance Management Framework

Table 1.0 : Definitions for Suggested Elements of Performance Management	
Culture and Behaviour	How the Council and its officers behave How attitudes, knowledge and experience combine to deliver a motivated, high performing organisation which is willing to learn from both itself and from others in order to improve.
Leadership & Direction	How the Executive and Senior Officers behave in ways which guide the organisation and enable it to perform and improve. How clear visions and priorities are set based on the needs of residents. How visions and priorities are articulated throughout the organisation, to enable departments to shape and deliver services in an aligned and effective way.
Systems & Information	How the Council uses technology to support performance planning, monitoring, delivery and improvement. How technology is used to support business processes and identify new ways of working or efficiencies. How technology is used to present data/information in a meaningful way to stakeholders in order to facilitate decision making.
Policies & Processes	How policies and processes are developed to streamline working and achieve efficiencies. How policies are used to ensure effective working with internal and external officers e.g. data submission.
Staff	How staff are acquired, supported, managed and developed. How skill-sets, knowledge and understanding of staff are identified, and where gaps exists, how staff are developed & supported. How staff understand the importance of performance management, and how their role impacts on strategic, corporate and/or service priorities, performance and/or risk.
Organisation & Partners	How the Council is managed, structured and governed. How relationships, both internal and with external partners, are managed and maintained.
Localised Performance	In support of the neighbourhood management agenda, how performance is localised in terms of priorities, service standards, disaggregated performance targets, risks and budgets/resource.

Annex Four: Provisional Implementation Plan for Proposed Performance Management Framework

Table 2.0 : (from Performance Management Framework Consultation Event – 15/02/10) Work Underpinning Proposed Performance Management Framework, and linkages with suggested elements of performance management								
Work Area	Work Underpinning	Elements of Performance Management						
		Culture and Behaviour	Leadership and Direction	Systems & Information	Policies & Processes	Staff	Organisation & Partners	Localised Performance
Prioritisation Planning	Develop strategic, corporate and service delivery priorities through consultation with Residents, Members, Senior Officers and Officers.	YES	YES	NO	NO	NO	YES	NO
	Develop intelligence led prioritisation, based on the most up-to-date information available.	YES	YES	NO	YES	NO	YES	NO
	Incorporate partnership, departmental and service planning processes within the performance management framework.	YES	NO	NO	YES	NO	NO	NO
	Develop effective monitoring mechanisms for the achievement of priorities which should extend beyond performance indicator performance e.g. customer interface leading to service review.	YES	NO	NO	YES	NO	NO	YES
Members	Clarify the role of Cabinet Member Performance & Governance in reviewing the performance of other portfolio holders.	YES	YES	NO	NO	NO	NO	NO
	Improve and enhance the role of Overview & Scrutiny in relation to reviewing, challenging and improving strategic performance and risks	YES	YES	NO	NO	NO	NO	NO

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		Culture and Behaviour	Leadership and Direction	Systems & Information	Policies & Processes	Staff	Organisation & Partners	Localised Performance
	In line with the neighbourhood management agenda, improve and enhance the role of Area Committees in relation to reviewing, challenging and improving local performance and risks.	YES	YES	NO	YES	NO	NO	YES
	Improve the relationship between Cabinet Member and Service Director in relation to achieving strategic, corporate and service priorities / outcomes.	YES	YES	NO	NO	YES	NO	NO
	Provide support and training to Members to effectively review and challenge performance.	YES	YES	NO	NO	YES	NO	NO
Performance & Risk Culture	Improve the culture, understanding and application of performance management and risk management at all officer levels within the Council.	YES	YES	NO	NO	YES	NO	NO
	Ensure performance management and risk management are integral parts of the day job for all officers at all levels	YES	NO	NO	NO	YES	NO	NO
	Conduct regular reviews of performance management and risk management knowledge, understanding and application irrespective of officer level.	YES	NO	NO	YES	YES	NO	NO

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Work Area	Work Underpinning	Culture and Behaviour	Leadership and Direction	Systems & Information	Policies & Processes	Staff	Organisation & Partners	Localised Performance
	Improve processes for the dissemination of local, regional and national best practice to inform priorities and influence service delivery.	YES	NO	NO	YES	YES	NO	NO
Performance & Intelligence Group	Determine officer composition.	NO	NO	NO	NO	YES	NO	NO
	Ensure officers are adequately resourced, and are equipped with adequate skill set, knowledge and understanding.	NO	NO	NO	YES	YES	NO	NO
	Determine and finalise the role and operation of Performance & Intelligence Group e.g. collator or producer of intelligence, performance reports	YES	NO	NO	NO	YES	YES	NO
	Determine and finalise the relationship between the Performance & Intelligence Group and council departments e.g. data collation	NO	NO	NO	NO	YES	YES	NO
	Finalise the relationship between Performance & Intelligence Group and risk management (Finance & Information Services currently lead)	NO	NO	NO	YES	YES	YES	NO

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	In relation to risk management, clarify the role and responsibilities of Audit & Governance Committee and Cabinet Member Performance & Governance.	YES	YES	NO	NO	YES	NO	NO
	Develop the role of Performance & Intelligence Group in relation to proposed service reviews	YES	NO	NO	NO	YES	NO	NO
	If all performance management / intelligence functions are centralised, ensure appropriate linkages with front line services.	YES	NO	NO	NO	YES	YES	NO
Partners	Ensure linkages to statutory and non-statutory partners in terms of improving outcomes, developing plans and monitoring/improving performance	YES	YES	NO	NO	YES	YES	NO
	Where necessary, develop data/information sharing agreements to ensure accurate and timely data/information submission.	NO	NO	NO	YES	NO	NO	NO
	Be sensitive to the performance management arrangements of statutory and non-statutory partners; and where possible, agree common approach to planning, monitoring, improving & reporting performance.	NO	NO	YES	YES	YES	YES	NO

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	Where outcomes, priorities and/or performance indicators are delivered by through collaborative working, establish clearly assigned lead officers with overall responsibility for delivery.	NO	NO	YES	YES	YES	YES	NO
	In relation to core contract with Avarto and Capita Symonds, conduct mapping exercise to determine where work may fall outside of the core contract and may therefore incur a charge to the council.	NO	NO	YES	NO	YES	YES	NO
Processes	Develop methods for determining achievement against priorities/outcomes; extending beyond use of performance indicators.	NO	NO	YES	YES	NO	NO	YES
	Develop methods for determining when targeted performance is, or is not being achieved.	NO	NO	NO	YES	NO	NO	NO
	In relation to performance improvement, develop agreed action plans which clearly state how performance will be improved. In addition, develop mechanism by which best practice can be learnt and fed back into performance management framework to inform prioritisation and/or service delivery.	NO	NO	YES	YES	YES	YES	NO
	Conduct mapping exercise identifying where a statutory duty exists e.g. return to central government department, or production of statutory plan. Where such a duty exists, ensure that it can still be complied with by Performance & Intelligence Group, or remains within council/partner to discharge.	NO	NO	YES	YES	NO	YES	NO

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	Consider developing a databank of data/information based on existing Corporate GIS project, enabling all council data/information to be stored in a central location and accessed by all departments.	NO	NO	YES	YES	NO	NO	NO
	Develop clear meeting and reporting timetables for officers and stakeholders to ensure all reporting duties can be discharged	NO	NO	NO	YES	YES	NO	NO
	Before full roll out and implementation of new performance management framework, conduct pilot exercise to determine with departments/and or partners and determine framework effectiveness.	YES	YES	YES	YES	YES	YES	YES
SPRINT	Conduct a review of SPRINT as the council's performance management system; identifying benefits and shortcomings.	YES	YES	YES	YES	YES	YES	YES
	Following review of SPRINT (and if deemed necessary) consideration of other solutions for a performance management system.	YES	YES	YES	YES	YES	YES	YES
Communication	Ensure that the new performance management framework is communicated to all Members, council officers and partners to ensure effective "buy in"	YES	YES	NO	NO	YES	YES	NO

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<table>
<tr><td colspan="9">Table 2.0 : (from Performance Management Framework Consultation Event – 15/02/10) Work Underpinning Proposed Performance Management Framework, and linkages with suggested elements of performance management</td></tr>
<tr><td rowspan="2">Work Area</td><td rowspan="2">Work Underpinning</td><td colspan="7">Elements of Performance Management</td></tr>
<tr><td>Culture and Behaviour</td><td>Leadership and Direction</td><td>Systems & Information</td><td>Policies & Processes</td><td>Staff</td><td>Organisation & Partners</td><td>Localised Performance</td></tr>
<tr><td></td><td>At all officer levels, communicate the importance of performance management as part of the day job, to support improved performance management culture e.g. incorporate within PDR process.</td><td>YES</td><td>YES</td><td>NO</td><td>NO</td><td>YES</td><td>YES</td><td>NO</td></tr>
<tr><td rowspan="3">Neighbourhood Management</td><td>Ensure sufficient linkages to Neighbourhood Management agenda to define and develop local priorities, service standards and performance targets.</td><td>YES</td><td>YES</td><td>NO</td><td>NO</td><td>NO</td><td>YES</td><td>YES</td></tr>
<tr><td>Ensure that locally develop plans have sufficient linkages to Strategic and Corporate objectives.</td><td>YES</td><td>YES</td><td>NO</td><td>NO</td><td>NO</td><td>YES</td><td>YES</td></tr>
<tr><td>Acknowledge that locally developed plans may vary in terms of priorities, service standards and performance indicators and will therefore vary by area.</td><td>YES</td><td>YES</td><td>NO</td><td>NO</td><td>NO</td><td>YES</td><td>YES</td></tr>
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