

## **MANAGING PERFORMANCE MANAGEMENT**

**Report By: Director of Corporate and Customer Services**

### **Wards Affected**

County-wide

### **Purpose**

1. To report progress against the action plan that was developed as the Authority's response to the audit of its performance management arrangements in the autumn of 2006.

### **Financial Implications**

2. There are no financial implications.

### **Background**

2. In the autumn of 2006 the Audit Commission conducted a major audit of the Authority's performance management arrangements. This involved a significant number of interviews and workshops for members and officers at all levels of the organisation as well as a close scrutiny of plans, strategies, guidance, committee reports etc. The audit was a response to the findings during the corporate assessment during 2005 that scored performance management at 2/4 – the weakest element of the authority's corporate arrangements.
3. The audit confirmed that many of the required processes were in place but found that there was still a long way to go before the authority had a performance management culture with the processes embedded within the working practices and behaviours of individuals. The attached action plan was developed in response to the audits 14 recommendations. These are listed according to their strategic significance, not numerical order.
4. The recommendations fall into three groups.
  - Recommendations 5 and 1 have key, strategic, long-term implications
  - Recommendations 6, 8, 2, 3 and 4 are important pieces of work within their own right but sit logically within the recommendations 5 and 1
  - The remaining recommendations; 7, 9, 10, 11, 12, 13 and 14 largely follow on from the other
5. Particular risks remain around recommendation 5 – a Herefordshire planning, prioritisation and performance management process – due to the size and complexity of the task and the need for full ownership by all partners in the County. Work is proceeding and is crucial to success in the Comprehensive Area Assessment due in 2009.

6. The Council's own model for performance is still evolving [Recc.1] and a communications plan needs to be developed. Communications is again mentioned in Recc.2 where a more detailed implementation plan still needs writing up. The key forums for performance debate and decisions below DMT will now be identified as part of the Deloitte work on Herefordshire Connects [Recc.3]. Aspects of recommendations 9, 10 and 13 are underway but not yet complete.
7. In summary, the action plan is being implemented but not always as planned last autumn. There are some changes and delays to the original timetable but these can be retrieved in the months ahead.

## **RECOMMENDATION**

**THAT the report be noted, subject to any comments the Committee wishes to make, and a further progress report be considered in six months time.**

## **BACKGROUND PAPERS**

- Managing performance management – Audit Commission report. November 2006
- Cabinet report – 14 December 2006
- SMC report – 15 January 2007
- Audit & Corporate Governance Committee report – 19 January 2007