

MANAGING PERFORMANCE MANAGEMENT

ACTION PLAN TO RESPOND TO THE AUDIT COMMISSION

APPROVED JANUARY 2007 AUDIT & CORPORATE GOVERNANCE COMMITTEE

GLOSSARY

RESPONSIBILITIES

APA	Annual Performance Assessment
BVPI	Best Value Performance Indicator [s]
CMB	Corporate Management Board
CPA	Comprehensive Performance Assessment
CX	Chief Executive
C&YP	Children and Young People
DMT'S	Directorate Management Team
HR	Human Resources
IDEA	Improvement and Development Agency
IPR	Integrated Performance Report
LA'S	Local Authorities
PCT	Primary Care Trust
PI'S	Performance Indicators
PIMS	Performance Improvement Managers
PST	Public Services Trust
PWC	Price-Waterhouse-Cooper
QA	Quality Assurance
SMC	Strategic Monitoring Committee
SMT	Senior Management Team
SRD'S	Staff Reviews and Development
IPC	Institute of Public Care
PIN	Performance Improvement Network



AMc	Alan Mclaughlin – Head of Legal & Democratic Services
DJ	David Johnson – Head of Human Resources
DP	David Powell – Head of Financial Services
JJ	Jane Jones – Director of Corporate and Customer Services
JW	Jennifer Watkins – Herefordshire Partnership Manager
NP	Neil Pringle – Chief Executive
RB	Robert Blower – Head of Communications
SR	Sonia Rees – Director of Resources
TF	Tony Ford – Principal Audit Manager
TG	Tony Geeson – Head of Policy and Performance
DN	Dave Nicholson – Forward Planning

PIM Performance Improvement Manager

RECOMMENDATION 5		
Decide on the extent to which the Council will integrate its own service planning, priorities and performance management arrangements with those of its key partners in the Herefordshire Partnership		
RESPONSE		
a) The fullest possible integration of planning, priorities and performance management with key partners is crucial for successful implementation of the <i>Strong and Prosperous Communities</i> Local Government White Paper		
b) Immediately, the highest priority is integration between the Council and the Herefordshire PCT, as part of the creation of the Public Service Trust		
ACTION	TIMESCALE	LEAD
a) Discussion with the Herefordshire Partnership Chief Executives' Group and Performance Management Group, then the Partnership Board, leading to the preparation of a detailed implementation plan	Discussions to be completed by June 2007 and the detailed implementation plan in place by December 2007, with a view to the new arrangements operating from 1 April 2008	JJ, TG, JW
b) Inclusion in the detailed implementation plan for the creation of the PCT	Integrated arrangements to be operating from the time the PST is operational	NP
PROGRESS with R5		
<p>Already in place re. children and young people, with a single C&YP three-year plan and underpinning joint Forward Delivery Plan, integrated with the C&YP Directorate's Plan</p> <p>The new Herefordshire Partnership Board met in December 2006 and agreed that it needs to give early and detailed attention to development of the Local Area Agreement and other implications of implementing the Local Government White Paper</p> <p>The Herefordshire Partnerships CX's group met in April with CMB and agreed to explore integrated arrangements. An officer steering group consisting of TG, JW and DN has been established. The planning processes and cycles of all members of the partnership, including the Council, are currently being surveyed as a first step to a detailed implementation plan</p>		

RECOMMENDATION 1		
Construct and communicate a high-level model that clearly and simply identifies how the Council intends to assess and measure its level of performance and rate of improvement		
RESPONSE		
<p>The initial basis for the high-level model will be a detailed analysis of what is necessary to raise the Council's BVPI and other key PI scores, as well as its CPA scores - in all cases related to the achievement of the Council's existing strategic priorities.</p> <p>The results will be discussed fully by SMT, then CMB, Cabinet, SMC and the individual subject scrutiny committees, leading to the design and implementation of the high-level model.</p> <p>The resulting programme of action will be taken forward as part of the overall Transformation Programme and led by the relevant individual transformation boards, with operational responsibility and accountability vested in individual heads of service. Its roll-out will be an integral part of the Council's performance improvement cycle, which relates investment to the achievement of the Council's priority outputs and outcomes</p> <p>The model's subsequent development and implementation will be taken forward as part of the programme to integrate arrangements with key partners (see Recc. 5 above)</p> <p>Reflect the above in revised Performance Improvement Framework</p> <p>All the above and the supporting elements below to be underpinned by a comprehensive communications plan.</p>		
ACTION	TIMESCALE	LEAD
a) The analysis to be discussed by SMT and CMB	30 January 2007	JJ, TG
b) Then by Cabinet and scrutiny	22 February 2007	
c) In parallel, identify potential models from high-performing local authorities	End February 2007	
d) Resulting initial Council model to be approved by CMB and Cabinet, including user-friendly template[s] that identifies and rates the key measures of performance	March 2007	JJ, TG

ACTION	TIMESCALE	LEAD
e) The initial Council model to be operating based on its critical performance indicators	From 1 April 2007	JJ, TG, SR, DP, transformation board chairs, heads of service
f) Cabinet approval of initial revised Council Performance Improvement Framework	April 2007	JJ, TG
g) Cabinet and Partnership approval of the joint Partnership Performance Improvement Framework and model	February 2008	JJ, TG, JW
h) Develop communications plan, including arrangements for publicising the completed template regularly to members, staff and other stake-holders	End February 2007	JJ, RB
i) Implement communications plan	As to be set out in the communications plan	

PROGRESS WITH R1

Scrutiny visits to Shropshire and East Riding of Yorkshire and three other councils were scheduled for January, February and March. These were used to examine their performance management model generally although they focussed on scrutiny arrangements.

a) & b) done. Detailed member discussions will be after the election. SMT & CMB discussions continue as part of the joint work stream.

c) attended two beacon council seminars at Rotherham MDC. Other visits to high performing councils may follow

d) & e) work with Improvement managers, Research and Policy on a new approach to dealing with IPR indicators is nearing completion.

f) CMB has now approved. Formal Cabinet approval still needs to be sought. Time can be caught up

h) Communications plan still needs to be developed

RECOMMENDATION 6		
Develop a simpler, clearer set of priorities – each with a basket of indicators and measures designed to provide a high-level picture of progress		
RESPONSE		
To be determined as part of the implementation of Reccs 5 and 1. This will ensure easy understanding & consistency between the Council’s priorities and those of the <i>Herefordshire Partnership</i> ; indicators for organisational improvement priorities; a basket of indicators for each priority; and good communication of all this to members, staff and other stakeholders.		
ACTION	TIMESCALE	LEAD
a) To be developed as part of the high level model in Recc.1	As for Recc.1	JJ, TG
b) Strategic public consultation	June 2007	
c) Decisions on priorities by the newly elected Council: i. Cabinet approves Corporate Plan 2008-11 ii. Council approves Corporate Plan 2008-11	October 2007 November 2007	
PROGRESS WITH R6		
Action already taken to simplify the reporting of perception PIs and in hand to ensure adequate actions/milestones in the underlying feeder Pis CX consulted the Group Leaders shortly before the election and agreed to defer the proposed strategic consultation.		
<ul style="list-style-type: none"> a) discussion between Improvement managers, Policy and Research to simplify reporting is nearing completion and will need to be signed-off to a new timetable [See also Recc 1, actions d&e] b) not undertaken this year. The focus will be on embedding the performance improvement cycle and its three year planning horizon including an increased element of challenge to future proposals c) (ii) Council approval likely to be put back to March 2008 to allow for refreshed LAA 		

RECOMMENDATION 8		
Produce regular high-level strategic assessments of performance trends, identifying, where relevant, barriers and levers to performance improvement		
RESPONSE		
<p>The Recc. 1 model to be the initial basis for future integrated performance reports (IPRs). Will be developed further in the light of the agreed longer-term arrangements with partners in response to Recc. 5.</p> <p>There will be periodic overall assessment (frequency to be decided - while regular, these assessments will not be frequent or they would not be strategic).</p> <p>But IPRs will include key intelligence immediately it becomes available, e.g. APA and other inspection results.</p> <p>Also to include consideration of a Council-wide process to collect customer feedback more consistently.</p>		
ACTION	TIMESCALE	LEAD
a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
b) Operate the revised format	June 2007	
PROGRESS WITH R8		
<p>a) initial revisions completed</p> <p>b) April-May [month2] IPR reported to Cabinet and SMC. Revised proposals to Cabinet, SMC and the Partnership performance management group in July and then operated throughout 2007-08. See also Recc 1 action d and Recc 6 action a</p>		

RECOMMENDATION 2		
Develop and implement a consistent strategic approach to embedding a performance management culture		
RESPONSE		
<p>a) To be done so as an integral part of implementing Reccs. 5 and 1 - drawing on successful practice in other LAs; the IPC work in Children's Services, the PWC work in Adult Social Care and other good practice in the Council; the Director of Corporate and Customer Services and the Director of Resources working together to champion improved performance management, particularly through an even more rigorous and demanding performance improvement cycle; and the inclusion of indicators that track cultural change in the high-level model</p> <p>b) Momentum to be maintained to deliver and gain maximum impact from measures already in hand, including the continuation of the Leadership Programme and directorate initiatives such as the adult social care performance clinics.</p>		
ACTION	TIMESCALE	LEAD
a) Programme of detailed action to be developed for implementing Reccs. 5 and 1 (embedding to be achieved through the performance improvement cycle and the communications plan)	Operating from 1 April 2007	JJ, TG
b) i. Complete appointment of performance improvement managers	April 2007	TG
ii. Currently programmed SRD and risk management training to be delivered	January to March 2007	DJ, TG, DP
iii. Develop targeted mandatory annual training and development programme, initially for 2007-08	Operational from April 2007	DJ, TG
iv. Disseminate the results of the performance management improvements in C&YP Services (from IPC) and Adult Social Care (from PWC) and other good practice, considering their application more generally (particularly through SMT and its performance improvement sub-group and the performance improvement network)	From April 2007	TG/RB / SMT

PROGRESS with R2

- a) detailed action plan requires writing up
- b) (i) Final appointment made; to commence full-time on June 18th
- b) (ii) initial programme of training delivered and ongoing
- b) (iii) training proposals are still being developed by the improvement managers – now likely in September 2007
- b) (iv) Communications plans delayed and still being developed. [See also R1h]

RECOMMENDATION 3		
Ensure that the respective roles & responsibilities of the Council's partnership team & the directorate performance management officers are clear		
RESPONSE		
<p>a) Secure clear understanding and ownership amongst directors and heads of service</p> <p>b) Keep guidance under review in the light of experience and changing requirements</p> <p>c) and d) regular fora to ensure good communication, mutual understanding and ownership</p> <p>e) Equally important to ensure that there is a clear understanding of the respective roles and responsibilities of PIMs and corporate Policy and Performance staff, so that overall capacity, efficiency and effectiveness are maximised.</p>		
ACTION	TIMESCALE	LEAD
a) Discuss with directorate management teams	Before end March 2007	TG
b) Identify the key meetings in Directorates below DMT level where performance is debated and decisions taken	Before end March 2007	
c) Review, develop & refresh the guidance/protocols to reflect the activities & tasks that need to be carried out under the agreed arrangements with key partners in pursuit of Recc. 5	December 2007	
d) Regular meetings of the performance improvement network	At least monthly	
e) Review the effectiveness of the performance improvement network and the SMT performance improvement sub-group, recommending changes where necessary	September 2007	TG
f) Corporate Policy and Performance roles to be reviewed and posts re-evaluated	June 2007	

PROGRESS with R3

- a) Will continue to be clarified as necessary with DMT's throughout the year
- b) Is now expected to be established as part of the Deloitte work package on Herefordshire Connects
- c) Done in November 2006 - clarified and reissued description of roles and responsibilities for plans and PIs.
- d) Have established performance improvement managers (PIMs) network meetings, including senior members of the Partnership Support team in the membership (ditto Policy and Performance staff and the Risk Manager). Provides regular forum for discussion and resolution of any remaining uncertainties. Also CMB/SMT performance improvement work-stream.
- e) PIN now meeting monthly

RECOMMENDATION 4		
Ensure that members, both at cabinet and overview and scrutiny level are fully involved in, and integrated into, the Council's performance management arrangements		
RESPONSE		
a) To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2 - involving extensive informal and formal discussion with both executive and non-executive members; linked with the constitutional and local democracy changes required to implement the Local Government White Paper		
b) and c) This will be reflected in a members' guide to performance management		
c) Maintain momentum with implementation of the existing scrutiny improvement programme		
ACTION	TIMESCALE	LEAD
a) As for Reccs. 5, 1, 6, 8 and 2	As for Reccs. 5, 1, 6, 8 and 2	JJ, AMc, TG
b) Circulate IDeA guide to members	January 2007	
c) Establish a members reference group to advise upon/ road-test drafts of a members guide	January 2007	
d) Initial members' guide	April 2007	
e) The induction programme following the May 2007 election will include sessions on performance improvement	Beginning May 2007	
f) Members' guide reflecting the longer-term arrangements agreed with partners	February 2008	

ACTION	TIMESCALE	LEAD
<p>g) Implementation of relevant elements of the existing Scrutiny Improvement Plan, including:</p> <ul style="list-style-type: none"> - Cabinet members' annual presentations to scrutiny committees - Regular, improved IPR reports to SMC, which will refer matters to scrutiny committees, as appropriate - Regular progress reports on detailed improvement plans for individual service areas - Annual review of the operation of the performance management framework - Visits to LAs successfully using scrutiny to drive performance improvement - Scrutiny members as "critical friends" for specific services as part of the performance improvement cycle 	<p>June 2007 – Now scheduled for September 2007</p> <p>Continues</p> <p>Continues for the services involved</p> <p>October 2007</p> <p>Will continues if required by the new SMC</p> <p>From May 2007 – to be considered by new SMC</p>	
<p>PROGRESS WITH R4</p>		
<p>The content and format of the monthly meetings between Cabinet members and directors are being reviewed for implementation after the election</p> <p>The Scrutiny Improvement Plan is on track for completion as planned. Scrutiny visits to Shropshire, East Riding of Yorkshire and three other high performing councils were also visited and the results reported to the member induction seminar in June.</p> <p>b) Scrutiny and performance management were the topic of separate induction seminars and the IDeA guide will be circulated then</p> <p>c) and d) Amended - The IDeA guide will now be used and we will not develop our own</p> <p>g) Cabinet member presentations will now be in September. All other items will be considered by SMC from June 2007</p>		

RECOMMENDATION 7		
Ensure that the role, purpose and content of service plans clearly links to the high-level set of indicators and measures, and reflect the approach the Council has decided to adopt in linking with partnership priorities		
RESPONSE		
To be achieved as an integral part of implementing Reccs. 5, 1, 6, 8 and 2, including such further guidance as is needed on developing local indicators, setting targets and ensuring that risks are dealt with as part and parcel of performance management		
ACTION	TIMESCALE	LEAD
Reflect in revised requirements for directorate and service plans 2008-11	September 2007 / October 2007	TG
PROGRESS WITH R7		
<p>Guidance on service and Directorate plans will reflect this recommendation when it is issued. 2008 Plans will be assessed against a check list to ensure that this recommendation is followed</p> <p>NFA required at present</p>		

RECOMMENDATION 9		
Develop the current performance reporting process to provide both a more consistent approach to reporting performance within directorates, and a clearer, higher-level report of progress against priorities		
RESPONSE		
<p>a) Make initial improvements on the basis of the actions in respect of Recc. 1 above, including in the IPR and directorate reports clear messages about good performance and areas of concern, summaries of progress against remedial action in previous reports and information on compliments and complaints; deciding how often reports will be made on individual items; and putting in place effective arrangements to communicate the headlines to members and staff</p> <p>b) Make longer-term improvements consistent with the implementation of Recc. 5</p> <p>c) Part of implementing Reccs 1 and 6</p>		
ACTION	TIMESCALE	LEAD
a) Map and review current procedures and experience of reports to lead Cabinet members and the CX's performance review meetings with individual members of CMB; apply the best practice identified as part of the programme to implement Recc. 1, including that from high-performing LAs; issue fresh requirements/templates; institute arrangements to communicate the performance headlines to members and staff	To be in operation from 1 April 2007	TG, RB, directors, heads of service
b) Bring the longer-term improvements into effect	1 April 2008	
c) As for Reccs. 1 and 6	As for Reccs. 1 and 6	JJ, TG
PROGRESS WITH R9		
a) Being reviewed by the Improvement managers – full implementation now likely to be in September - delayed		

RECOMMENDATION 10		
Improve the way in which remedial action to address poor or under-performance is both presented and progress against it reported at corporate as well as directorate level		
RESPONSE		
<p>Corporately: Part of implementing Reccs. 8 and 9, embedding it through making challenge even more systematic and rigorous under the performance improvement cycle.</p> <p>Within directorates: Part of implementing Recc. 9</p>		
ACTION	TIMESCALE	LEAD
a) Design revised format for IPRs and gain CMB and Cabinet agreement (with input from SMT and SMC)	April 2007	JJ, TG
b) Operate the revised IPR format	June 2007	
c) Introduce challenge board under the performance improvement cycle, relating proposed outputs and outcomes to budget planning	July 2007	JJ, SR
d) Make initial improvements on the basis of the actions in respect of Recc. 1	1 April 2007	JJ, TG, directors, heads of service
e) Make longer-term improvements consistent with the implementation of Recc. 5	1 April 2008	

PROGRESS WITH R10

The West Mercia Police model for challenge boards has been examined. Contacts have already been established with Worcestershire and the East Riding of Yorkshire Council.

- a) discussion between Policy, Research and Improvement managers to make reporting easier is nearing a conclusion and any proposals will need to be off signed-off to a new timetable in July / August [ref R1 actions d & e, R6 action a and R8 action a]
- b) first report on 15th June – month 2. New format proposed in July /August for end of Month 4
- c) in-hand, timetable established for challenges by Directors to the three year proposals. Still need to consider a routine challenge process
- d) as and b above

RECOMMENDATION 11		
Ensure that there is a better consistency and purpose in the reporting of performance to executive and non-executive members		
RESPONSE		
Part of implementing Reccs. 9 and 10 above, making clear the specific roles of scrutiny members in respect of performance management issues; and ensuring that there are well-understood links between scrutiny committees, staff in the relevant services and research and other forms of support for scrutiny. The Local Government White Paper's proposals for frontline members are relevant here		
ACTION	TIMESCALE	LEAD
See Reccs. 9 and 10	See Reccs. 9 and 10	JJ, TG, directors, heads of service
PROGRESS WITH R11		
As recommendations 9 and 10		

RECOMMENDATION 12		
Improve the quality assessment of the SRD process to ensure that, among other things, individual targets are linked to service and corporate targets		
RESPONSE		
QA process initiated and now needs to be rolled out consistently and embedded across the Council		
ACTION	TIMESCALE	LEAD
a) Cascade of QA to be initiated by HR with directors and rolled out for the coming round of SRDs Guidance to be re-issued by HR Cascade to be documented	Directors and Heads of Service by March, other tiers before the end of May 2007	DJ, directors and heads of services
b) Internal audit to test effectiveness of the cascade	As agreed with internal audit	TF
c) Routine monitoring of satisfactory and timely completion of SRDs by departmental HR officers, reporting results to SMT, CMB and Cabinet	May 2007 and annually thereafter	DJ
d) First phase of new SRD training programme to be completed	March 2007	DJ, TG
e) Subsequent phases of SRD training to be developed as part of the targeted mandatory annual training and development programme	April 2007	
PROGRESS WITH R12		
<p>a) in-hand</p> <p>b) initial audit completed</p> <p>c) Proposals being implemented by managers – viewing a sample of SRD’s to establish consistent quality</p> <p>d) Completed</p> <p>e) Existing training will be amended as necessary to fit into the mandatory training proposals when these are developed – see also Recc2</p>		

RECOMMENDATION 13		
Ensure that there are clear links between the action points in the Directors' Performance Review meetings and the issues discussed at DMTs and other management and team meetings within the directorates		
RESPONSE		
To be implemented alongside Reccs. 3 [road map of key performance meetings], 9 and 10		
ACTION	TIMESCALE	LEAD
a) Identify and disseminate best practice	March 2007	TG
b) Implement best practice	April 2007	Directors and the Head of HR
PROGRESS WITH R13		
Following the January cycle of meetings with the Chief Executive, Directors will include the appropriate items on their DMT agendas. This will be assessed and standardised as necessary after the election in June / July – slight delay		

RECOMMENDATION 14		
Place more emphasis on the celebration and rewarding of success		
RESPONSE		
To feature in all aspects of implementation and as part of the Council's wider approach to developing rewards and recognition. To include the positive results of customer feedback		
ACTION	TIMESCALE	LEAD
a) Feature highlights of good performance in the IPR and in all other performance reports, corporately and in directorates	Immediately	TG, directors, heads of service
b) Develop full rewards and recognition programme	To be discussed with the Head of Communications during 2007	DJ, RB
PROGRESS WITH R14		
As b above		