

Herefordshire Council performance management communications plan: as at January 2008

N.B. This plan will be further reviewed and updated in the light of developments in the establishment of public service arrangements with the PCT.

SECTION 1 – Managers and other employees

Objectives

- Ensure that they understand the Council's goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Ensure that they understand their and their teams' contributions, responsibilities and accountabilities towards achieving them
- Ensure that they are informed about the headlines regarding the *Partnership's* and the Council's performance and significant factors affecting it, including national and regional developments
- Empower and motivate them to bring about continuous improvements in services and outcomes for users and citizens - within their services, across the Council and with partners
- Enable them to make the biggest possible contribution to partnership, corporate, directorate and service thinking that will deliver improvements
- Ensure that they understand new or changed policies, protocols and procedures material to successful performance management

ACTION	RESPONSIBLE OFFICER	WHEN
1A The most important headlines communicated to all by means of <i>News and Views</i> (therefore discussed in team briefings) and <i>First Press</i> – including <i>First Press On-line</i> , which is e-mailed to staff.	R Blower	Monthly
1B Views of all staff sought in response to corporate, directorate and service communications. Followed through into the preparation of plans.	R Blower, T Geeson, directors, heads of service	Views – monthly Plans - March
1C Open <i>Talking point</i> meetings between the Leader, CX and staff	CX	Thrice yearly

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1D Regular items at the <i>Leadership Forum</i> – presentations and discussion e.g. IIP, Direction of Travel, and CAA.	R Blower, T Geeson	Quarterly
1E Meetings (plus periodic away days) of the performance improvement network, with notes of meetings cascaded to all relevant staff.	T Geeson, Performance improvement managers (PIMs)	Monthly
1F Staff induction: in their face-to-face contributions to corporate induction, which all new staff undergo, the Leader and CX give a high-level view of the Council's performance and the importance of effective performance management to improving services and outcomes for citizens/users. Review of corporate induction about to be undertaken will aim further to strengthen the performance management element.	CX L Wallace	All initial corporate inductions February 2008
1G Directorate and service inductions tailored to provide performance management information and understanding appropriate to the individual's role and responsibilities.	Heads of service, PIMs, managers	All directorate and service inductions
1H SRD training programme incorporates key performance management and improvement messages.	T Geeson, L Wallace	Monthly
1I Council's annual report and account highlights communicated to all staff.	R Blower	November
1J Issues/action points from Directors' quarterly performance review meetings cascaded through DMTs.	T Geeson & team to produce minutes – Directors to cascade through DMTs	Quarterly
1K Key aspects of directorate and service performance communicated to all, for example by means of performance digests, clinics, Performance Champion and Developing Excellence sessions, Director road-shows and cascade of team discussions.	Directors, heads of service, PIMs	Monthly and quarterly
1L Face to face performance briefings/clinics/away-days in all services.	PIMs	At least quarterly
1M Meetings of the Head of Policy and Performance with individual members of CMB.	T Geeson	Monthly
1N Management cascade from the CMB/SMT Performance Management Workstream Group.	T Geeson	Quarterly
1O Monitored drill for managers and staff to confirm that they have read and understood	Head of service for each	February 2008

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all significant policies, codes, protocols and procedures.	policy, code, protocol or procedure in question	
1P Report employee opinion survey at corporate, directorate and, where possible, service levels. Actions produced following discussions with staff and included in directorate and service plans.	T Cramp	Annual: survey – July results – October plans - March
1Q Development of new corporate approaches to reporting key aspects of performance and significant developments, including IPR highlights, good news and good practice examples/case studies, e.g. possible use of screensavers and dedicated Intranet site.	R Blower, T Geeson, with ICT	March 2008
PROGRESS		

1A	Key headlines consistently communicated monthly to staff through News & Views, First Press, and through e-mail and intranet.
1B	News & Views regularly seeks views of staff. Annual Employee Opinion Survey is key resource. Staff consultation on PST undertaken and Readiness for Change survey.
1C	To be reviewed by the new Chief Executive.
1D	Recent Leadership Forum undertook communication of IIP, Direction of Travel and CAA in 2007. New approach to be reviewed in 2008.
1E	Monthly meetings of the Performance Improvement Network took place in 2007 and have been arranged for 2008, which include officers from the Partnership Support Team, Internal Audit and Risk.
1F	Corporate inductions continuing. Briefing for the new Chief Executive has been developed for inductions from February 2008 onwards.
1G	Continuing.
1H	SRD training sessions now include a specific section on performance management, delivered by either the Head of Policy and Performance or one of the Performance Improvement Managers.
1I	Highlights communicated with link to electronic version January 2008.
1J	Arrangements for future performance reviews being discussed with the Chief Executive. Previous reviews have been cascaded through DMTs. Quarterly performance reviews are now being conducted with Heads of Service in directorates; an example is the Director of Adult and Community Services conducting performance reviews with each of his heads of service prior to his own performance review. He intends for this to continue in 2008, whilst awaiting confirmation for his own future performance reviews (see first point in 1J above).
1K	Continuing. Examples would be the quarterly performance digest in Children and Young People's Directorate. Local directorate issues communicated through News and Views.
1L	Continuing. As an example, the Environment Directorate hold monthly performance sessions between DMT and service managers, and Heads of Service have regular 1-to-1s with their service managers.
1M	Continuing.
1N	There have been no meetings of the group recently, and therefore no cascade of information. Attendance at the group is a matter that needs to be resolved.
1O	Discussions have taken place in respect of developing an electronic system to record acceptance and understanding of relevant policies/ codes/ protocols/ procedures although the process has not yet been agreed and no date proposed for implementation.

1P	2007 Employee Opinion Survey completed to schedule.
1Q	Performance assessments promoted internally to managers and staff before press coverage. Arrangements yet to be confirmed with ICT for use of Intranet page or possible screensaver.

SECTION 2 – Councillors

Objectives

- Ensure that they understand the Council’s goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Ensure that they have a good understanding of their general and particular roles in respect of performance management
- Enable them to make the most effective contribution to performance management and improvement
- Ensure that they are well-informed about the *Partnership’s* and the Council’s performance and significant factors affecting it, including national and regional developments
- Ensure that they understand new or changed policies, protocols and procedures material to successful performance management

ACTION	RESPONSIBLE OFFICER	WHEN
2A Continued improvement in the presentation of IPRs in response to councillors’ views	S Martin, K Lloyd	Bi-monthly
2B Council’s annual report and account highlights communicated to all members	R Blower	November
2C Rolling programme of seminars and other member development opportunities, e.g. re-run the performance management induction seminar; best practice in engagement with local people and stakeholders; possible round- table discussions at which partners/stakeholders can find out more about councillors and vice versa.	A McLaughlin, T Geeson, M Heuter	In accordance with the up-coming member development programme (currently being developed)
2D Members News / Service Update	C Clapham	Four times a year
2E Performance reports/briefings of lead Cabinet members	Directors, Head of HR	Monthly
2F Performance reports/briefings to scrutiny committees	Directors, heads of service	Quarterly
2G Development of new corporate approaches to reporting key aspects of performance and significant developments, including IPR highlights, good news and good practice examples/case studies.	R Blower, T Geeson, with ICT	March 2008

PROGRESS	
2A	Developed in light of feedback from Cabinet and Strategic Monitoring Committee, and welcomed by members.
2B	Annual report and highlights communicated to citizens, staff and members.
2C	Continuing; next seminars arranged for February.
2D	Continuing. Members News is printed monthly; Services Update is printed quarterly. Next edition of Services Update will include information on the CPA and Direction of Travel judgements and preparations for the future Comprehensive Area Assessment.
2E	Continuing.
2F	Continuing.
2G	Integrated Performance Reports developed to include key highlights. Recent Annual Satisfaction Survey communicated to staff, members and citizens and will form part of performance management seminar to members in February. Arrangements yet to be confirmed with ICT for use of Intranet page or possible screensaver.

SECTION 3 - partners and other external bodies

Objectives

- Ensure that they understand the Council's goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Encourage shared purpose and responsibility for the achievement of common goals and objectives
- Ensure that they are informed about the headlines regarding the *Partnership's* and the Council's performance and significant factors affecting it, including national and regional developments

ACTION	RESPONSIBLE OFFICER	WHEN
3A Regular newsletter about key issues, e.g. LAA development and performance, supplemented, wherever necessary, by special editions	J Watkins	At least quarterly. Next special edition (new LAA) in December.
3B Management cascade from meetings of the Partnership Board, Chief Executives' Group and the Performance Management Group, including via Partnership web-site	J Watkins	At least bi-monthly
3C Council's annual report and account highlights communicated to all	R Blower	November
3D Partners' staff already working together in the <i>Common Purpose</i> programme. In addition, considering joint seminars for senior and middle managers from the Council and partner organisations to develop understanding of the shared agenda and different organisational imperatives and cultures, so as to achieve the optimum outcomes for Herefordshire	T Geeson, L Wallace	March 2008
3E Possible round- table discussions at which partners/stakeholders can find out more about councillors and vice versa.	A McLaughlin, M Heuter	In accordance with the up-coming member development programme (currently being developed)
3F Children's Trust Board and Children's Trust Management Group receive slimmed-down performance digest, which includes the key performance indicators included in the Children and Young People's Plan.	Hilary Hall	Quarterly

PROGRESS	
3A	December Newsletter published about Local Area Agreement and Action Plan; updated in February following completion of LAA work groups.
3B	Information appears not to be routinely cascaded; minutes from the various relevant meetings not always published on the partnership website.
3C	Annual report published and communicated to citizens via media coverage and web site – planned further finance coverage in council tax leaflet.
3D	<i>Common Purpose</i> programme completed. Proposals from programme participants awaited. To be included in forthcoming report to Partnership Chief Executive Group.
3E	Still being discussed.
3F	Latest Performance Digest prepared to the end of December.

SECTION 4 - users and citizens

Objectives

- Inform them about the Council’s goals, objectives and priorities, including those shared with the *Herefordshire Partnership* and individual partners
- Inform them about the Partnership’s and the Council’s performance and significant factors affecting it, including national and regional developments
- Encourage them to express views about the *Partnership’s* and the Council’s performance, so as to contribute to its continuous improvement
- Enable them to participate effectively in the design and delivery of services

ACTION	RESPONSIBLE OFFICER	WHEN
<p>4A Regular features in <i>Herefordshire Matters</i>, including for specific audiences (multi-lingual publication)</p> <p>Develop wider programme of communications for specific audiences</p>	<p>J Burnett</p> <p>R Blower</p>	<p>6 issues a year</p> <p>During 2008</p>
<p>4B Council’s annual report and account highlights communicated,</p> <p>including summary information with Council Tax bills</p>	<p>R Blower</p> <p>D Powell</p>	<p>Annual report info. - November</p> <p>With Council Tax bills - March</p>
<p>4C Consistent communication and feed back to citizens and users (e.g. survey and consultation results and the impact they have had) across the Council). Existing examples include bi-annual <i>Spotlight on services</i> (adult social care) and regular newsletter for people with learning disabilities.</p>	<p>R Blower, M Heuter, heads of service</p>	<p>March 2008</p>
<p>4D Annual satisfaction survey.</p>	<p>T Cramp</p>	<p>Annual survey – conducted September/October</p> <p>Basic results – November</p> <p>Full results - January</p>

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<p>4E <i>Herefordshire Voice</i> citizens' panel surveys, including to find out the reasons for dissatisfaction identified in the annual satisfaction survey</p>	<p>T Cramp</p>	<p>Annual programme Access to services report – June 2007 Community involvement & what people mean by respect and consideration – conducted Sept- Nov; to be reported Jan 08</p>
<p>4F Focus groups – interactive user satisfaction sessions. Potential members for adult social care (ASC) groups identified and sessions planned. Other examples within the Council and partners. Review position, including in the context of public service arrangements with the PCT, and rollout in light of that.</p>	<p>T Homden, T Cramp, PIMs, Heads of service M Heuter</p>	<p>ASC sessions to begin – early 2008 Review to be concluded – March 2008</p>
<p>4G Community Fora – building on the LAA-related <i>Herefordshire Exchange</i> and <i>Herefordshire Conversation</i> to engage citizens/customers in a continuous face-to-face dialogue about the Council's and partner organisations' successes and aspects needing to improve.</p>	<p>R Blower, M Heuter, H Lavelle</p>	<p>Fora – quarterly <i>Herefordshire Exchange</i> – December 2007 and early Summer 2008 <i>Herefordshire Conversation</i> – later in 2008</p>
<p>4H Consistently effective mechanisms for involvement in the design and delivery of services, including e-participation/social e-networks</p>	<p>M Heuter, R Blower, E Pawley, Heads of service</p>	<p>Some already in place, e.g. adult social care Wider programme to be developed during 2008</p>
<p>PROGRESS</p>		
<p>4A</p>	<p>The January edition of <i>Herefordshire Matters</i> promotes the core strategy review; satisfaction survey; waste targets; new customer service standards; affordable housing targets and surveys. New integrated communications strategy for council and PCT to be developed in 2008.</p>	

4B	<p>Promoted through press coverage and web. Summary information included in council tax bills.</p>
4C	<p>Comprehensive communications and consultations plan on public service arrangements included feedback to citizens and service users. Every Herefordshire Matters edition during 2006 and 2007 has featured topics related to consultation and Parish Planning; a number of press releases featured decisions linked to consultations (e.g. Fairer Charging Policy Autumn 2007); Community Involvement officer has been updating the eConsult consultation database to ensure that feedback is accessible via this method; feedback sheets from Community Forums/PACTs have been made available both on the Council's website and at Forum/PACT meetings.</p>
4D	<p>Completed to schedule.</p>
4E	<p>Access to services report completed to schedule; community involvement report will be completed in February.</p>
4F	<p>Public service arrangements consultation carried out, both through face-to-face meetings for staff in PCT/HC, public meetings and questionnaires. Readiness for change survey as follow-up carried out and results for both consultations published. A number of focus groups are planned in social care; a couple of surveys that cover the issues around satisfaction are also planned, incorporating both service users and ex service users.</p>
4G	<p>Promoted through media and council publication. These have taken place quarterly, with feedback about actions/issues published regularly on website. Format evolving; Cabinet agreed to transfer responsibility from the council to Herefordshire Partnership as of January 2008; new branding being developed; continuous communications via Herefordshire Matters and local papers. Herefordshire Exchange took place in Hereford with good attendance and feedback. The event tied into consultation about the LAA priorities. Herefordshire Conversation will probably be replaced by Herefordshire Exchanges.</p>
4H	<p>Social e-networks have been mentioned to E Pawley but nothing tangible discussed and/or agreed as yet. To be taken forward through the Herefordshire Partnership Team Service Plan for 2008.</p>