



Performance management framework

*...action for a better
Herefordshire*

- ...**Putting** people first
- ...**Preserving** our heritage
- ...**Promoting** our county
- ...**Providing** for our communities
- ...**Protecting** our future

Quality life in a quality county

*Revised
April 2005*

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1 Introduction

Herefordshire Council's Performance Management Framework was launched in May 2003 as part of the "Committed to Excellence" CPA Improvement Plan 2002-2005. This identified performance management as a key area for improvement to enable the Council to achieve its objectives. The framework built on the Council's existing strengths but introduced a more robust process for performance management.

While the basic principles of the framework remain sound, a great deal of learning has taken place over the last two years which has been incorporated into improving key aspects of it. This document reflects those changes and sets out the approach and systems from April 2005 onwards.

The continuing principles of the framework are that it:

- Establishes an overall corporate planning and performance management timetable
- Establishes a clear link between the ambitions set out in the higher level plans (Herefordshire, Corporate and Annual Operating plans) and the service objectives and actions to deliver those ambitions set out in the Directorate/Departmental and service plans.
- Establishes clear links between corporate and service objectives and the work of individual employees through the Staff Review and Development process
- Holds senior managers to account for the performance of services within their Directorates/Departments through a process of "Commitments".
- Ensures that the actual performance of services compared to targets and milestones is reviewed through regular performance monitoring by Chief Executive's Management Team, Directorate Management Teams, Cabinet Members and Scrutiny Committees
- Ensures that systems are in place to verify the accuracy of data collection systems
- Ensures that risk management is integrated into operational and strategic planning and performance monitoring
- Ensures that a commitment to improvement lies at the heart of all we do by using self-assessment techniques such as the Herefordshire Driver and EFQM Excellence Model, and the outcomes of external inspections to change our practice

New features of the framework are:

- New style Corporate Plan and introduction of an Annual Operating Plan
- Revised service planning guidance
- Formal risk management strategy adopted
- Integration of performance, risk and financial planning and performance reporting
- Implications of Delivering Efficiency in Local Services (Gershon)
- The production and distribution of all elements of the Performance Management Framework into a toolkit for Members and managers under a "Rocket Science" brand together with a rolling development and coaching programme

Roles and responsibilities

Performance Management is the responsibility of every officer and Member, to a greater or lesser extent, as it provides the means to deliver the very best for the people of Herefordshire with the resources available. Members of CXMT have a particularly important role in driving both planning and performance management, in leading and supporting a culture in which these things are seen as important and in personally quality assuring the various products.

Responsibility for co-ordinating the implementation of the framework rests with the Head of Performance Management, supported by a network of Directorate/Departmental Performance Leads who act as “champions” and Performance Coordinators responsible for more detailed support on planning, performance management and reporting. The Head of Performance Management chairs both Groups and terms of reference can be found in Appendix

Performance Leads

<i>Corporate Policy and Research Team</i>	Steve Martin, Corporate Policy and Research Manager
<i>Children’s Services</i>	George Salmon, Head of Policy and Resources
<i>Social Care and Strategic Housing</i>	Sue Alexander, Head of Business Services
<i>Policy and Community</i>	Geoff Hughes, Head of Community and Economic Development
<i>Environment</i>	Jonathan Barrett, Head of Planning Services
<i>County Secretary and Solicitor</i>	Pat Bailey, Business Support Manager
<i>County Treasurers</i>	Tony Ford, Principal Audit Manager
<i>Human Resources</i>	Amanda Attfield, Human Resources Manager, Organisation Development and Workforce Planning

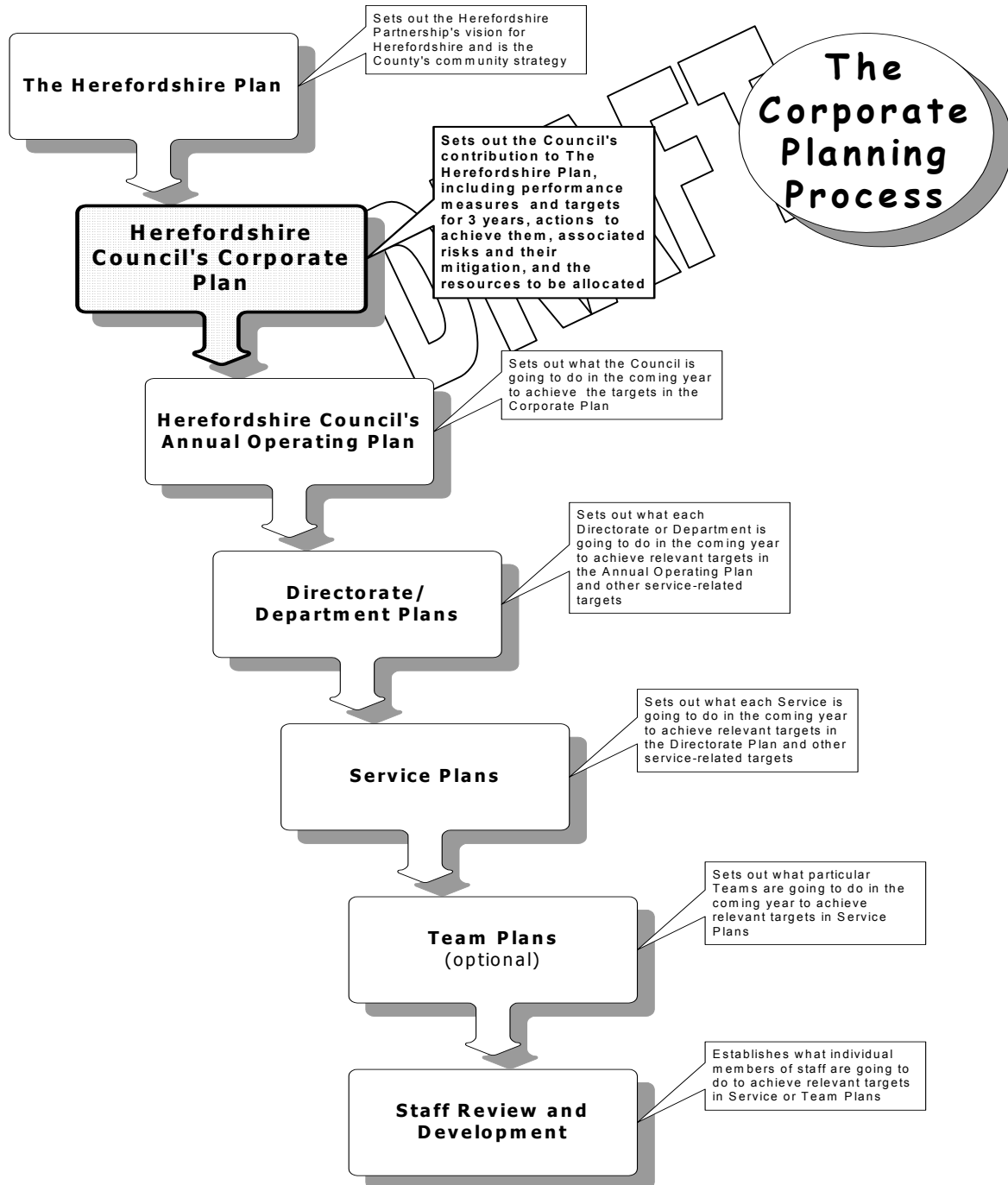
Performance Coordinators

<i>Corporate Policy & Research Team</i>	Kevin Lloyd, Policy Assistant
<i>Children’s Services</i>	Stephanie Hood, Policy, Planning & Review Officer
<i>Social Care and Strategic Housing</i>	David Mitchell, Information Systems Manager
<i>Policy and Community</i>	Audrey Rust, Performance Management Officer
<i>Environment</i>	Bob Barker, Performance Officer
<i>County Secretary and Solicitor</i>	Mary Tittle, Brockington Support Manager
<i>County Treasurers</i>	Tony Ford, Principal Audit Manager
<i>Human Resources</i>	Ann Williams, Personnel Officer

1

Planning and Performance Management

The diagram below illustrates the relationship between the different levels of plans that form the basis of the Performance Management regime.



The Corporate Planning process for 2005-6 marked a significant departure from previous approaches in making much more explicit links between the hierarchy of plans and integrating planning and budget setting. The Corporate and Annual Operating plans are much clearer about priorities, targets, milestones and actions and accountability. This is designed to make managing performance against them more straightforward. This is

further supported by the inclusion of resources and risk. The Corporate Plan is also the Council's Best Value Performance Plan and Improvement Plan. It will also incorporate the performance indicators and targets for the Local Public Service Agreement (LPSA), once approved, and of any subsequent Local Area Agreement.

The Council's **top priorities** for the period of the Corporate Plan 2005-8 are:

- to **maximise the health, safety, economic well-being, achievements and contribution of every child**, including those with special needs and those in care
- to build on the already strong performance of the county's schools and continue to **improve the achievement of pupils**
- to **enable vulnerable adults to live independently** and, in particular, to **enable many more older people to continue to live in their own homes**
- to **protect the environment**, including by **recycling much more waste** and significantly **reducing carbon emissions**
- to **improve transport and the safety of roads**, including further reductions in the numbers of people killed or seriously injured
- to **sustain vibrant and prosperous communities**, including by **providing more efficient, effective and customer-focused services and clean streets**
- to **promote diversity and community harmony** and **strive for equal opportunities** for all the people of Herefordshire, regardless of race, religion, disability, sex, sexual orientation, geographical location, income or age
- to **develop its community leadership role**, working with partners to achieve the *Herefordshire Plan* Ambitions and deliver the Local Public Service Agreement (LPSA) with the Government

To make these things possible, the **Council's organisational priorities** are:

- to streamline its processes, assets and management structures, and **secure significant efficiency savings** in line with the Government's proposals contained in "Delivering Efficiency in Local Services", so as to keep down Council Tax increases and invest in priority service improvements
- to **ensure that its essential assets**, including schools, other buildings, roads and information and communications (ICT) infrastructure, **are in the right condition for the long-term cost-effective delivery of services**
- better to **understand the needs and preferences of service users and Council Tax-payers**, and to tailor services accordingly
- to **recruit, retain and motivate high quality staff**, ensuring that they are trained and developed so as to maximise their ability and performance
- to **embed corporate planning, performance management and project management systems** so as to continue to drive up service standards and efficiency

In all it does and to underpin the delivery of the above priorities, the Council ethos is to maximise **impact through partnerships**. The Herefordshire Plan is being reviewed in 2005-6 and the outcome will continue to inform the corporate and service planning processes thus ensuring the link between the Community Strategy and the Council's ambitions and activities.

The annual performance management timetable runs as follows:

September	<ul style="list-style-type: none"> ✓ Publish Corporate Plan for following three years ✓ Undertake Commitments review for current year ✓ Individual services undertake six-monthly review of service plans and initial planning for next year's service plans ✓ First four months' budget and performance monitoring reports
October	<ul style="list-style-type: none"> ✓ Undertake Herefordshire Driver assessments (EFQM assessment every third year) ✓ Commence budget planning and consultation
November/December	<ul style="list-style-type: none"> ✓ Draft Annual Operating Plan in place ✓ Commence negotiations on Service Level Agreements ✓ Six months' budget and performance monitoring reports
January	<ul style="list-style-type: none"> ✓ Quality Assure draft service plans ✓ Undertake Commitments review for current year ✓ Draft Commitments agreed for Directors and Heads of Departments ✓ Eight months' budget and performance monitoring reports
February/March	<ul style="list-style-type: none"> ✓ Confirm budget ✓ Final review and sign-off of Commitments for current year ✓ Commitments for Directors/Heads of Department and Heads of Service finalised
March	<ul style="list-style-type: none"> ✓ Finalise Annual Operating Plan and service plans ✓ Finalise Service Level Agreements ✓ Service managers agree their Commitments with Heads of Service ✓ 10 months' budget and performance monitoring reports
April/May	<ul style="list-style-type: none"> ✓ Roll out programme of Staff Review and Development interviews for all employees
May/June	<ul style="list-style-type: none"> ✓ Publish Best Value performance information for previous year and targets for future years ✓ 12 months' (outurn) budget and performance monitoring reports
July	<ul style="list-style-type: none"> ✓ Start planning Herefordshire Driver sessions/EFQM assessments ✓ CXMT/Cabinet session for planning next Corporate Plan ✓ Audit of service plans ✓ Devise Annual Training and Development Plan

2 Service plans

The Corporate Plan sets out, at a strategic level, what the Council wants to achieve over the next three years (initially for 2005 to 2008). The Annual Operating Plan spells out the milestones, actions and budgets for the first of those years (initially 2005-06). The overall performance of the Council will be monitored and managed against these plans.

Service planning is how the Council will make sure that the Corporate and Annual Operating Plans are delivered. It will do this by making clear:

- What has been achieved so far
- What a service is to achieve to fulfil the Corporate and Annual Operating plans
- How it will be achieved

By doing this, the service plan will be the basis for monitoring and managing the performance of the service. It will also be the means by which the ambitions of the Herefordshire Partnership and the objectives of the Council are delivered through the work of teams and individuals. What is in the service plan will determine the performance targets set out in an individual's commitments or SRD.

A good quality plan should take account of the context in which the service operates, be customer-focused and take account of the changing environment, including finance, human resources and legislation. It needs to be clear and succinct and be capable of communicating to stakeholders and employees where the service is going. Most importantly, it must be the vehicle for driving the service forward, of being reviewed on a regular basis and of being revised to adjust to new circumstances or to respond to targets not being met.

The revised framework for service plans requires that the following areas be addressed:

- What we do
- How well we're doing
- What is changing
- What we will do
- Capacity to deliver

It also includes recommendations for how the process should be managed, who should be involved and a detailed timetable for production and quality assurance. Following an evaluation of the process for production of plans for 2005-6 the guidance has been amended to explicitly require more emphasis on the assessment the needs of residents and service users, and to draw attention to new corporate consultation arrangements.

The focus on using the service plans to manage performance is much stronger in the revised guidance both in terms of setting measurable targets and defining resource requirements. There a common and **mandatory** approach to the presentation of performance indicators and targets in order to guarantee a corporate and consistent approach to performance management This is to ensure that the links with the Corporate, Annual Operating and Herefordshire Plans are maintained and strengthened.

Service plans will continue to be audited on an annual basis .The revised Service Planning Guidance can be found on the intranet.

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Staff Review and Development

The SRD process is a key aspect of managing the performance of the Council, in that it makes the link from corporate and service objectives to the activities, responsibilities and performance of individuals. This is an essential element in making the Council's objectives a reality.

It is the policy of the Herefordshire Council that a formal review of staff development and performance (SRD) is held at least once a year for all employees (not employed in a teaching capacity in schools). The review and development discussion is conducted between an appropriate manager or supervisor and the individual jobholder. The SRD has three main purposes for the individual jobholder, namely:

- a review of performance in the previous year;
- setting objectives, performance indicators and targets for the coming year, linked to the service plan;
- identifying and agreeing training and development needs for both the coming year, and in the longer term

The SRD discussion also forms a key part of career management and development for all employees.

SRDs normally take place face to face, however there is an optional paper based process that can be used in certain operational circumstances. Service plans are required to be in place by 1st April and SRD's should be completed by the end of May to ensure appropriate and direct links between service and individual targets.

The policy guidance and relevant forms are available on the Intranet under Personnel/Training and Development/Staff Review & Development.

The effectiveness of Staff Review and Development is tracked using two main local indicators

- 1) % Completion of SRDs in a 12 month period, and between February and June each year;
- 2) the annual staff opinion survey is used to monitor the quality and value of SRDs.

Completion of Staff Review and Development is an important indicator in the Council's Pay and Workforce Development Strategy as it enables the development of an effective overall Training and Development Plan for the Council.

4 Commitments

Directors, Heads of Departments and Heads of Service have their performance managed through the “commitments” process. Annual commitments are drawn up primarily from the accountabilities set out in the Corporate and Annual Operating Plan, together with any additional commitments deriving from their Directorate or service plans. These might reflect service specific national objectives, improvements arising from inspections, service improvement reviews or self-assessments such as the Herefordshire Driver. Senior managers are also expected to contribute to wider corporate objectives such as efficiency gains or human resources strategies, which are assigned to the relevant corporate lead who must satisfy themselves that all Directorates are meeting such commitments.

Directors and Heads of Department’s Commitments are:

- negotiated and agreed with the Chief Executive
- monitored by the Chief Executive with the support of the Head of Performance Management.

Commitments are negotiated in parallel with the signing off of service plans. Pre-meetings between the Head of Performance Management and Directorate/Departmental performance coordinator or lead are to ensure that the meetings between the Director/Head of Department and the Chief Executive are more focussed. Heads of Services’ commitments are agreed and monitored by the relevant Director/Head of Department with the support of their performance coordinator.

Formal review of and feedback on progress on commitments is monitored twice a year, usually in September and January. These also take place in the context of pre-meetings between the Head of Performance Management and the relevant Directorate or Departmental performance contact. Progress meetings between Directors/Heads of Department and their Heads of Service will take place ahead of those between the Director and Chief Executive so that the most up-to-date evidence is available. (see Annual Performance Management timetable)

The current template for the commitments is included as Appendix 2 and while initially based on the balanced scorecard, its structure is evolving to reflect the changes to the Corporate Plan layout. The commitments process is seen as a significant aspect of performance management and will continue to be evaluated and improved on an annual basis. Particular attention will be paid during 2005-6 to rolling the process out consistently through Heads of Service.



Performance monitoring

The Council is in the process of devising a new approach to corporate reporting which integrates performance, financial and risk information on the basis of the contents of the Corporate Plan and the Annual Operating Plan. The final version is still to be approved by CXMT but the broad approach has been agreed as follows:

Principles & Assumptions:

In accordance with the agreed corporate planning process, to integrate fully information about performance against the Annual Operating Plan with financial and risk management information.

To provide appropriate reports to enable Cabinet, CXMT, Strategic Monitoring Committee, individual lead Cabinet and CXMT members and individual scrutiny committees to monitor and manage performance, budgets and risk in an integrated way

To provide reports which enable closest attention to be paid to the key issues and highlight major issues on an exception basis

Timetable:

The current arrangements of 4,6,8, and 10 with outturn on the end of the previous operating year at month 2 (in June) will continue. Additionally, performance against the milestones and actions in Annual Operating Plan will be reported to CXMT at month 2 (in June). A review of this timetable will take place during 2005-6 to assess the feasibility of increasing the frequency to monthly.

Initial Structure:

Title of reports to CXMT, Cabinet and Strategic Monitoring Committee: **Corporate Performance, Finance and Risk Management Report**

To provide an overview to highlight outstanding performance issues in monitoring the Operating Plan and make relevant links with budget performance and risks.

To highlight areas of major budget variances which impact on the Annual Operating Plan.

Separate section on all risk issues not covered in above overview (including any issues arising in relation to matters of major significance not covered by the selection of PIs and targets in the Corporate Plan and Annual Operating Plan).

Appendix A

Corporate Performance Report using the operating plan template (which includes LPSA targets)
Annual report on BVPI outturn and targets (June)

Appendix B

Revenue Budget Reports Focus on performance against the Operating Plan.
Each to include relevant budget driver information – input/output information.
More detailed explanations of budget variations.

Appendix C

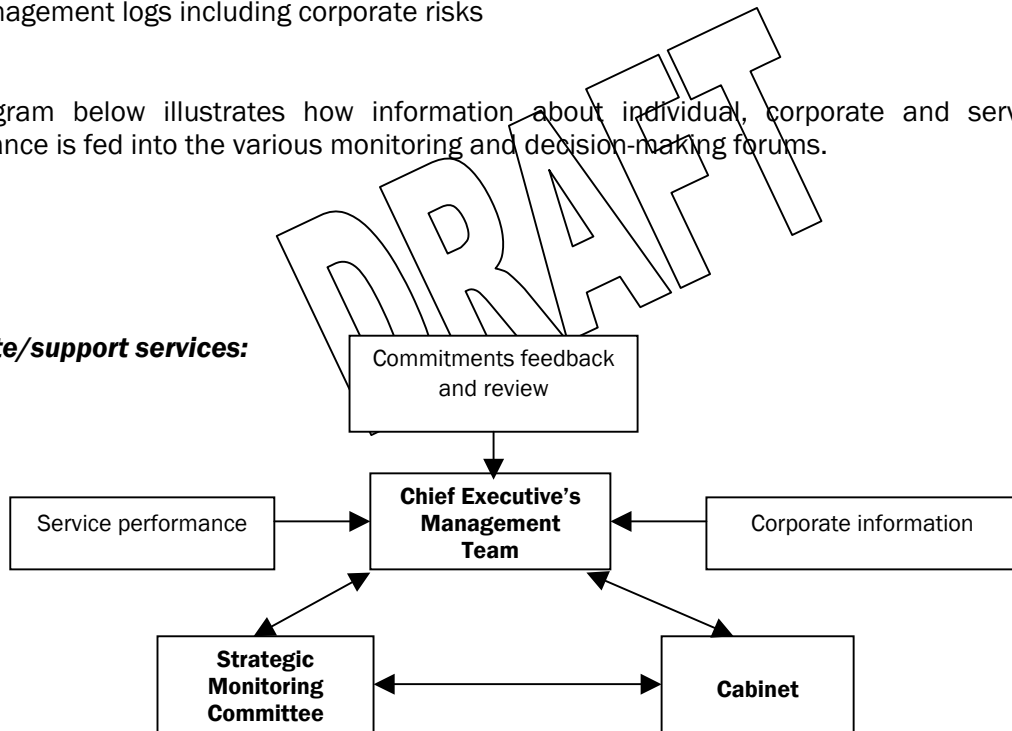
Corporate Capital report with more detailed explanations of programme slippage or budget variations.

Appendix D

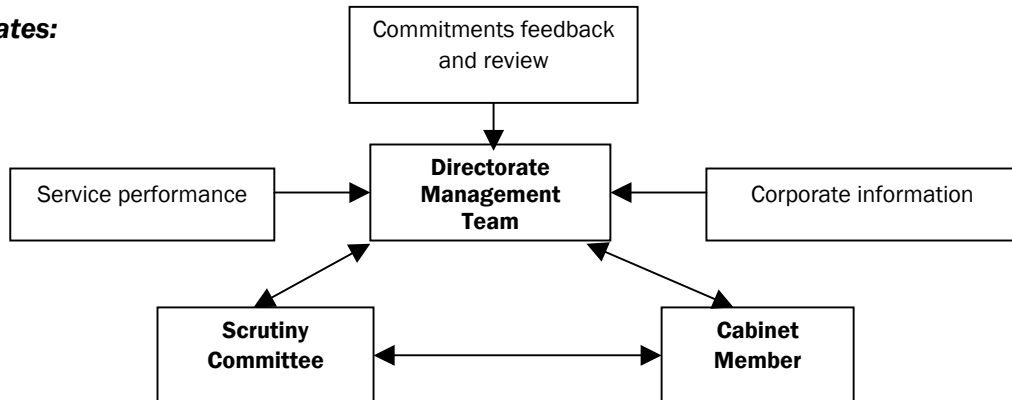
Risk Management logs including corporate risks

The diagram below illustrates how information about individual, corporate and service performance is fed into the various monitoring and decision-making forums.

Corporate/support services:



Directorates:



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Verification and quality assurance systems

Ensuring the quality of performance data continues to be a high priority. Year on year performance has improved in this area but following the qualification of some performance indicators for 2003-4 by District Audit. Consequently a more robust improvement plan was developed by the Head of Performance Management and internal audit and approved by CXMT was adopted. The key features of this are as follows:

- the development of a corporate handbook for all BVPI's (to be supplemented by local PI's and subsequently LPSA2 indicators) indicating definition, method of calculation and management ownership
- a commitment to the earlier production of BVPI's to enable more timely internal processes of audit to take place ahead of publication
- Internal Audit to focus on any qualified or new BVPI's and to offer support to any managers with concerns or uncertainties in this area
- A programme of training and coaching for PI administrators in Directorates and Departments to be led by Performance Coordinators
- A commitment from Performance Leads to ensure that the work is driven, supported and prioritised within their Directorates and Departments.
- Closer working with District Audit and joint set up and feedback sessions with Performance Coordinators

There is a commitment by the Head of Performance Management and Internal Audit to produce an annual verification improvement plan, the content of which will be reviewed on basis, for approval and monitoring by CXMT.

In addition to the verification of performance information the revised corporate planning process has included a quality assurance stage for the assessment of service plans to ensure compliance with the service planning guidance. This is supplemented by an annual audit, which for 2005-6 will focus on the extent to which the plans are used as a basis for managing performance.



Risk management

The Council's Risk Management Strategy was approved by Cabinet in March 2004 and reviewed and re-ratified in March 2005. The following extracts from the strategy provide an outline of the main principles. The full document is available on the intranet.

Statement of Policy on Risk Management

The Council recognises its business has an impact on the people who live, work and play in Herefordshire.

The Council undertakes to take all reasonably practicable measures to ensure that the impact of its decisions does not have an adverse effect on the resources of the Council, the people working for the Council or those receiving the services of the Council by ensuring that:

- A strategic overview of the management of risks facing the Council is undertaken
- Risk assessments are undertaken on any projects, service plans, and changes to procedures or processes
- The 4 stage cycle of risk management is adhered to
- Employees at all levels understand their role in managing risk

Responsibilities for Risk Management

All employees have a responsibility to identify and manage the risks that they face on a day-to-day basis (operational risks).

However, certain roles carry specific responsibilities in respect of managing risk, particularly strategic risks, as follows:

Elected members have overall responsibility for managing the strategic risks of the Council.

The **Chief Executive** is accountable on a day-to-day basis for managing the Council's risks and for providing advice to Elected Members to enable them to undertake their role.

Directors and Heads of Service are responsible for managing risks effectively within their Directorate/Department/Service.

The **County Treasurer** is the Council's nominated Risk Manager and manages the Council's insurance arrangements.

The **Head of Performance Management** is responsible for monitoring the overall policy/strategy, assisted by the **Performance Leads Group**. (see below)

The **Risk Management and Insurance Officer** maintains the Council's corporate risk register, providing monitoring reports as required to the County Treasurer and Head of Performance Management.

The Head of Human Resources, Head of ICT, and Head of Property Services have a role in ensuring the strategic risks in these key support areas are identified and remedial measures

set in place. They also have an advisory role to support Directorates in the identification and risk mitigation in these areas.

The Risk Management Cycle

The risk management cycle consists of four stages

Identification

This process is achieved by:

- Specifying the risks to which the Council is exposed both strategic and operational.
- Analysing past claims, incidents and other losses.
- Creation and maintenance of a corporate risk register.

Evaluation

Having identified areas of potential risk they need to be analysed by:

- An assessment of impact.
- An assessment of likelihood.

Risk Control

Following evaluation there are four main control options:

- Tolerate – monitor and re-evaluate in the future
- Terminate – do not undertake the activity
- Treatment (pre and/or post loss) – manage it, put in place effective controls
- Transfer – pass the risk on (e.g. to contractor/insurer)

Monitoring

This will need to operate at a number of levels

- Corporately as an aspect of the revised corporate reporting arrangements
- At Directorate and Departmental level at Management Team
- At service level by Heads of Service and Service Managers

The Head of Performance Management works with the Performance Leads Group to ensure a corporate overview is maintained and consistency of approach is maintained. Chief Executives Management Team reviews the strategy itself on an annual basis and Cabinet approves any amendments. The next review is due in early 2006.



Self Assessment and Improvement Review

EFQM Excellence Model and the Herefordshire Driver

The Council made a decision in February 2002 to use the EFQM Excellence Model as a tool to help strengthen its approach to performance management and to drive continuous improvement at all levels in the organisation. A large pool of assessors were trained and detailed feedback given to all Directorates and Departments. This was felt to be a useful and powerful tool particularly if revisited on an annual basis. However, in terms of capacity and resources required this was not felt to be an option.

It was agreed that a self-assessment approach based on the themes and principles of the EFQM model would be a very acceptable substitute and have the advantage of generating additional ownership of the areas for improvement. During 2003/4 a customised product, the "Herefordshire Driver" was developed in partnership with an accredited EFQM company.

The following approach has now been approved.

- **An annual self-assessment using the Herefordshire Driver** – this is now a key aspect of the service planning process. During 2005 Directorates and Departments have piloted different approaches to using the tool which will be evaluated. The common features are an assessment involving senior managers and a reality check seeking views of frontline staff.
- **A full EFQM peer assessment every three-years** – the next assessment will take place in 2006. Lessons from the last assessment will be incorporated to ensure the approach takes account of available capacity.

Service Improvement Programme

The Service Improvement Programme has been identified as a key aspect of the Council's strategy to reduce costs and improve efficiency. Targets for the contribution of S.I.P, to the efficiency agenda have been identified over the next three years. The key elements of the programme for consideration will be:

- Organisational realignment
- Process redesign
- Improved use of corporate resources – financial, people and technology.

The detailed Service Improvement Programme is currently being developed and is likely to have a major impact on the culture of the Council.

9

External assessment and inspections

Feedback on external assessments and inspections is seen as a critical aspect of the Council's Performance Management framework. The Council welcomes the opportunity to learn from inspections about those processes which are working well and where improvements are required. Increasingly such inspections require a self-assessment and this is seen as an opportunity to improve our self-awareness.

Recent and forthcoming inspections include:

- Older Persons
- Adult Learning
- Area Wide Inspections (14-19 education and training)
- Trading Standards Peer review
- Comprehensive Performance Assessment
- Joint Area Review of Children's Services
- LEXCEL

The Council is also scored, on an annual basis for some services and the scores are used to update its CPA score. The Council has maintained its "Good" categorisation since it was first scored in 2002, however individual scores have altered during that time. Feedback is received, both formal and informal, from Inspectorates via our relationship managers.

Performance against Best Value Performance Indicators, both chronologically and in relation to other Councils (our quartile position) also provides useful benchmark material on the Council's improvement agenda.

Efficiency Agenda

Following the Gershon Efficiency Report the Audit Commission have placed a number of requirements on local authorities to demonstrate that they are addressing the efficiency agenda both in delivering actual efficiencies and promoting a culture of value for money. There is an overall requirement to produce ongoing efficiency gains of 2% year on year. These must be set out in the Forward Looking Annual Efficiency Statement to be produced annually in April, with 2005 being the first year. The Backward Looking Statement has to be produced in the June to evidence how efficiency gains have been realised in the previous year.

There are intrinsic links between the efficiency agenda and performance management, particularly in terms of building a culture of continuous improvement. Efficiencies can be demonstrated by performance gains as well as by cash savings. If service output increases at a faster rate than its financial resource, then by inference it is operating more efficiently. The Council has decided to focus initially, due to financial planning considerations, on releasing cash savings. Over 80% of the gains in the first Annual Efficiency Statement are cash releasing. Major service blocks have been given target savings to find in 2005/06 although all services are expected to find savings both now and in future years.

The Council has identified a number of key strands where a coordinated and corporate approach will be applied to maximise its efficiency gains. These include the adoption of a number of corporate strategies as follows:

- Pay and Workforce Strategy
- Procurement Strategy
- Service Improvement Programme
- ICT Strategy
- Accommodation Strategy

It is intended that the adoption and implementation of these strategies will lead to a more effective use of our key resources in finance, ICT, property and people.

Although the County Treasurer has responsibility for overall co-ordination and submission of the Efficiency Statements the responsibility for delivering efficiencies remains with managers. The success of this approach will depend on the ability of managers, and indeed all employees, to integrate best practice into their own areas of work and to support the corporate initiatives and changes.

Dissemination and sharing of best practice is vital and this will be integrated into future management development programmes as well as through corporate working, discussion and learning. Progress on proposed efficiencies, gains and cash savings will be reported on as part of the new corporate reporting arrangements.

Appendix 1

Roles and Responsibilities of Performance Leads and Performance Coordinators

Performance Leads	Performance Coordinators
Champions (on DMT's)	Technical experts
Can apply carrot/stick	Request/chase information
Display enthusiasm/ownership	Communicate detail of PM
Act as critical friend to other Heads of Service	Provide technical support/info to Heads of Service
Ensure information used to make improvements	Ensure accurate Performance Information available
Communicate expectations re: processes e.g. service plans	Support processes/chase deadlines
Follow up progress where problems	Monitor progress
Feedback decisions/plans to DMT's	Implement decisions/plans
Ensure risk registers in place	Ensure managers do risk assessments
Ensure good audit trails	Ensure good audit trails
Promote good practice with managers	Technical networking/sharing good practice
Promote overall picture	Pull it all together/join up
Keep coordinators informed of changes to services/plans/relevant decisions.	Keep Leads informed of any changes to PI's, problems collecting data, changes to reporting
Monitor commitments in liaison with Head of Performance Management	Provide monitoring information for the commitments process

Appendix 2

Commitments Template 2005-06

Indicator	Outcome / Issue	Source or evidence	Action/Improvement Plan	Risk Assessment (Impact/Likelihood)	Comments/Progress
Our Customers					
Our Operations					
Our Resources					
Our Innovation and Learning					

Chief Executive/Director

CXMT Member/Head of Service

Date