

# WIRRAL COUNCIL

## CORPORATE GOVERNANCE CABINET COMMITTEE

7<sup>TH</sup> DECEMBER 2011

<b>SUBJECT:</b>	<b>PERFORMANCE MANAGEMENT: DELIVERING THE COUNCIL'S VISION AND VALUES</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>CHIEF EXECUTIVE</b>
<b>RESPONSIBLE PORTFOLIO HOLDER: RESPONSIBLE CORPORATE GOVERNANCE COMMITTEE MEMBER</b>	<b>CLLR ADRIAN JONES CLLR ANNE McARDLE</b>
<b>KEY DECISION:</b>	<b>No</b>

### **1.0 EXECUTIVE SUMMARY**

1.1 This report sets out proposals to ensure that the Council's performance management processes will drive the delivery of the Council's vision and values and also enable corporate governance improvements to be reflected in all areas of performance. Key strands of this work include ensuring strong linkage of the Performance Management Framework with the Corporate Plan, the Strategic Change Programme and the work of the Corporate Governance Improvement Programme as a whole.

### **2.0 RECOMMENDATIONS**

The Cabinet Committee agrees that:

- 2.1 The proposed Values and Behaviours, PERFORM, be reviewed in the context of the 2012/13 Corporate Plan and that the revised Vision and Values should clearly underpin the performance management framework.
- 2.2 The proposed performance improvement framework be reviewed to ensure that it fully reflects the revised values and behaviours and that Corporate Governance issues and improvements are embedded in the Corporate Planning process.
- 2.3 A programme of quarterly review and challenge of performance against Corporate and Departmental Plans is developed to ensure that progress in the achievement of outcomes is monitored and supported. An outline of key actions is detailed in appendix1.
- 2.4 The proposed organisational development process is reviewed to ensure that it supports the delivery of the outcomes reflected in the hierarchy of plans – Corporate, Departmental, Service and individual.

### **3.0 REASON FOR RECOMMENDATIONS**

- 3.1 To ensure that the proposed performance management framework for the Council fully reflects the Vision and Values as set out in the Corporate Plan for 2012/13 and that Corporate Governance issues are embedded in all aspects of the framework.

### **4.0 BACKGROUND AND KEY ISSUES**

#### **4.1 Background**

The last meeting of the Corporate Governance Committee on the 26<sup>th</sup> October considered a report on performance management. A number of proposed actions for progressing the proposed Performance Improvement Framework were noted and this included tools such as performance appraisal, a development process, and leadership and management expectations.

The Committee resolved that performance management should be considered holistically alongside the Council's wider performance issues and in the context of the Committee's work programme as a whole. As a result this report sets out proposals for ensuring that performance management is firmly located within the context of driving the delivery of the Council's ambitions, goals and outcomes as set out within its Corporate Plan and is reflected consistently in the supporting departmental plans and strategies. It also outlines proposals for ensuring that corporate governance improvements are embedded in the performance management framework.

### **5. Vision and Values**

The Corporate Plan for 2012/13 reflects a clear vision for the Council, setting out its ambitions and what it aims to deliver for the residents of Wirral. It also clearly reflects the values of the organisation. These values underpin the behaviours that are required in order to drive forward the ambitious improvement journey that will be necessary if the Council's vision and outcomes are to be achieved.

The vision and values are therefore the starting point for the development of a performance management framework that measures the progress of the various Plans (Corporate, Departmental, Service and individual) in delivering improvements in outcomes. It is therefore proposed that the document 'PERFORM for Wirral – Our Values' considered by the Committee at the last meeting, be reviewed in the context of the vision and values now set out in the 2012/13 Corporate Plan and a draft revised document be brought back to the Committee in January 2012.

### **6. Corporate Planning Process**

The Performance Improvement Framework currently sets out how the Council's vision and purpose as set out in the Corporate Plan are delivered through the corporate planning process and the Council's performance information management system (PIMS).

The Corporate Plan is part of a hierarchy of documents all of which will need not only to be ambitious, but also to clearly set out the required corporate governance improvements. This will reflect the need to embed corporate governance in the day to day work of all staff so that improvements and learning are reflected in the full range of plans. As a result it is proposed that the current Strategic Change Programme should be reviewed to consider its role within this improvement agenda.

It is also proposed that further work is required to inform the corporate planning process in respect of setting quantitative and qualitative objectives and targets, and this is derived from an evidence base which the Policy Unit will collate on behalf of the Council. These will measure the progress of the various plans in delivering improvements in outcomes, but will also have regard to management issues such as:

- People – appraisals, grievances, vacancies;
- Budgets – delivery of budget savings, proof of value for money;
- Property assets – plans and achievements for transformation of the Council's asset base;
- Governance processes – breaches of standing orders, HR protocols etc, delivery of reports as set out in the forward plan, number of reports rejected by Cabinet/Lead Member;
- Procurement – the number of contracts due for renewal, number of short notice contract renewals;
- Evidence – use of evidence to support policy change/development.

## **7. Review Process**

- 7.1 The Corporate Plan vision requires staff not just to manage performance but to positively change performance to ensure that where necessary lessons are learned and improvements are made. It is proposed that this level of accountability should be reflected in the performance management process and that Members adopt a quarterly review and robust discussion and challenge approach to the achievement of the delivery of plans.
- 7.2 This process could include a quarterly report to Cabinet as to the progress in the achievement of the Corporate Plan, supported by reviews of each Departmental Plan and Service Plan which would flow through to reviews of team plans and then to individual appraisals. It is proposed that these proposals are developed further with the proposed templates, detailed framework and timelines being brought back to committee in January 2012.

## **8. Organisational Development Process**

Work is underway to put in place a robust development process to improve the performance of the workforce. This includes clarifying expectations of employees, ensuring that they are able to improve performance through learning and feedback and supporting the delivery of the elements of the performance framework set out in the above sections.

It is proposed that this work is fully informed by the proposals being developed to address the cultural issues that have been raised through the Corporate Governance report, including the proposal to carry out work to assess the current 'culture' within

Wirral. It will also link closely with proposals resulting from the AKA report, which appears separately on this agenda, setting out additional actions to be included as part of the Council's improvement programme.

## **9.0 RELEVANT RISKS**

- 9.1 Failure to develop and implement and effective performance management processes may mean that weaknesses in corporate governance identified in the Corporate Governance report are not appropriately addressed. It may also mean that the vision and values outlined in the Council's Corporate Plan will not be delivered.

## **10.0 OTHER OPTIONS CONSIDERED**

- 10.1 Not applicable

## **11.0 CONSULTATION**

- 11.1 This is an overarching strategy for performance management and is an integral part of the Corporate Governance Improvement Plan and as such opportunities for members to review progress by engaging with officers and citizens is included in the detailed programme.
- 11.2 Where appropriate, external agencies, councillors and officers from other authorities will be consulted and asked to share knowledge.

## **12.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

- 12.1 There are no implications for voluntary, community and faith group arising directly from this report.

## **13.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

- 13.1 **FINANCIAL:** There will be a cost to the Council if external resources to implement the programme are required.
- 13.2 **IT:** None Identified.
- 13.3 **STAFFING:** Significant senior resources will be required to implement the programme.

## **14.0 LEGAL IMPLICATIONS**

- 14.1 There are no legal implications arising from this report.

## **15.0 EQUALITIES IMPLICATIONS**

- 15.1 There are no implications for equalities arising directly from this report.

## **16.0 CARBON REDUCTION IMPLICATIONS**

- 16.1 There are no carbon reduction implications arising directly from this report.

## 17.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

17.1 There are no carbon reduction implications arising directly from this report.

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## APPENDIX 1

### Outline Action Plan

Action	Date
Agree membership & TOR for Review Group	Mid January 2012
Undertake Quarter 3 review	Mid January 2012
Undertake Quarter 4 / end of year review	Mid April 2012
Agree quarterly review dates for 2012/13 – in line with KLOE 1, 5 & 7	05 April 2012

## REFERENCE MATERIAL

Previous Council and Cabinet reports as detailed in the subject history below

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
AKA Report , Cabinet	22 September 2011