

# **WIRRAL COUNCIL**

## **CABINET MEETING**

**19<sup>TH</sup> SEPTEMBER 2013**

<b>SUBJECT:</b>	<b>PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK</b>
<b>WARD/S AFFECTED:</b>	<b>ALL</b>
<b>REPORT OF:</b>	<b>FIONA JOHNSTONE (DIRECTOR OF PUBLIC HEALTH AND HEAD OF POLICY &amp; PERFORMANCE)</b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b>CLLR ANN MCLACHLAN (GOVERNANCE AND IMPROVEMENT)</b>
<b>KEY DECISION?</b>	<b>NO</b>

### **1.0 EXECUTIVE SUMMARY**

- 1.1 The aim of this report is to outline for approval the Councils updated performance management and improvement policy.
- 1.2 The policy builds upon previous approaches to performance management but is written in the context of the council facing an unprecedented set of financial challenges; a fundamental review of what and how services are delivered; and the need to ensure good corporate governance and the development of a cultural of innovation and continuous improvement.
- 1.3 The policy incorporates feedback from the Peer Challenge process and key recommendations and actions identified by Internal Audit.
- 1.4 The development of the policy will be an iterative process in line with the vision and future requirements of the Council (and will be refreshed and updated annually).

### **2.0 BACKGROUND AND KEY ISSUES**

## 2.1 Performance management can be defined as:

**“...an on-going, systematic approach to improving results through evidence based decision making, continuous organisational learning, and a focus on accountability for performance” (Audit Commission)**

It is a process and behaviour which supports the council in providing Wirral residents with high quality services that improve quality of life. Performance management is therefore an integral part of testing the health of the organisation.

## 2.2. The policy is underpinned by the strategic vision and priorities set out in the Corporate Plan which identified three key priorities that the council will work towards to support a more healthy, safe and prosperous borough:

- Protect the vulnerable in our borough
- Tackling health inequalities
- Drive growth in our economy

## 2.3. The policy concentrates on the following key areas:

- The principles which the framework promotes (strong leadership; responsibility and accountability; honesty and transparency; timeliness; working together; and evidence based decision making)
- Defining performance management and its importance
- The mechanics of performance management (plan-do-review-revise cycle – the methodology by which the policy framework is made real)
- Performance management roles and responsibilities (e.g. political, officer and corporate accountability)
- How the policy will be delivered

## 2.4 The principles and methodology that forms the foundation for the policy have been used in the development of the performance framework which supports the delivery of the Corporate Plan and Directorate Plans for 2013/14.

## 3.0 RELEVANT RISKS

- 3.1 The performance management framework policy is aligned to the risk management strategy. Both policies have been written together to ensure consistency in approach and delivery.

#### **4.0 OTHER OPTIONS CONSIDERED**

- 4.1 N/A

#### **5.0 CONSULTATION**

- 5.1 N/A

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

- 6.1 N/A

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

- 7.1 N/A

#### **8.0 LEGAL IMPLICATIONS**

- 8.1 N/A

#### **9.0 EQUALITIES IMPLICATIONS**

- 9.1 N/A

#### **10.0 CARBON REDUCTION IMPLICATIONS**

- 10.1 N/A

#### **11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

- 11.1 N/A

#### **12.0 RECOMMENDATION/S**

- 12.1 Cabinet are requested to approve the policy presented.

**REPORT AUTHOR: Tony Kinsella**

Head of Performance  
Telephone: 07717156941  
Email: [tonykinsella@wirral.gov.uk](mailto:tonykinsella@wirral.gov.uk)

## **APPENDICES**

N/A

## **REFERENCE MATERIAL**

N/A

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Chief Executive Strategy Group</b>	<b>August 2013</b>