

Draft Version 0.5

PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK

Supporting Delivery and Improvement (August 2013)



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Part 1 – Performance Management Framework

1.1 Introduction

This framework sets out the Council’s approach to performance management. It is designed to develop and support a consistent and robust corporate approach to performance and risk management and improvement.

The framework 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. It also incorporates constructive feedback from the Peer Challenge process and key recommendations and actions identified by Internal Audit.

In applying the framework the Council promotes the following principles:

- **Strong Leadership**

Collectively, the council’s leadership champions the importance of performance management & actively encourage staff in improving performance.

- **Responsibility and Accountability**

The responsibility for performance is council wide. Every member of staff has a role and responsibility in helping the council meet its objectives. Good performance is the result of high performing teams and individuals.

- **Honesty and Transparency**

Performance reports accurately reflect the true picture (e.g. plans are not adjusted in year to improve performance) and they are widely published. They highlight under performance and identify areas for improvement, as well as publicising success. By applying this approach, the Council is open to constructive challenge both internally and externally from the public, partners and peers.

- **Timeliness**

Performance information is available at the right time to support decision making and ensure that council services are responsive to the changing needs of the community.

- **Working Together**

All employees understand the Council's objectives and everyone knows what is expected of them.

- **Evidence Based Decision Making**

All plans and targets are based on a robust evidence base and are prioritised based on contribution to outcome focused delivery.

The aim of this document is to clearly explain the framework to Elected Members, managers, employees, partners and the public so that they can easily understand how the council manages performance and demonstrates improvement.

The framework is not a static document and will be refreshed on an annual basis. It will be developed in line with the requirements of the organisation and through a continuous process of consultation and feedback. It is designed to support and motivate staff in the delivery of high quality services, value for money and improved outcomes for the residents of Wirral.

LEADER OF COUNCIL

CHIEF EXECUTIVE OF COUNCIL

Cllr Phil Davies

Graham Burgess

1.2 What is “Performance Management”?

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.

1.3 Why is performance management important?

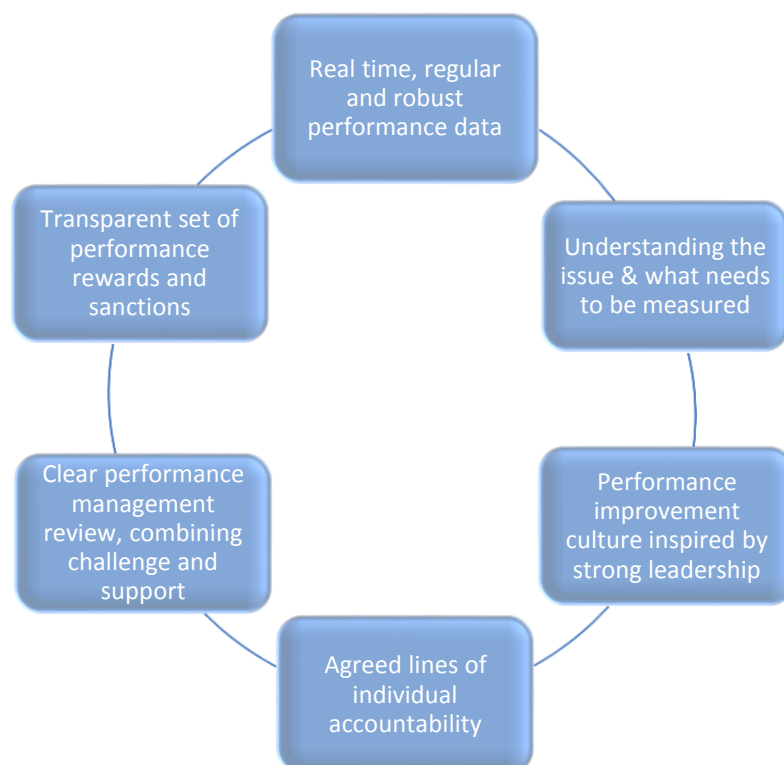
Performance management is important for every organisation. As part of effective management and working practices, performance management should drive service delivery and improvement in every area of the council. It should not be seen as an additional administrative task or chore.

Throughout this Framework, performance management underpins strategy development and the design of governance, values, processes and controls which direct money and people to deliver their objectives in a cost effective way (with due regard to risks and opportunities). This involves being able to clearly articulate the answers to a number of questions:

- **What do we want to do/not do and why?**
Having the right ambitions and targets (e.g. what are we measuring and why)
- **How do we intend to do it?**
Having the right processes, people and talents to assure delivery of ambition and targets
- **How well are we doing?**
Having the right measurement set (that are able to judge the impact)
- **What will we do next?**
Knowing the right way forward
- **Are we being efficient?**
Using our resources in the best way

1.4 What are the characteristics of a high performing organisation?

To deliver high quality and cost effective services throughout the council we will strive to embed the key characteristics associated with high performing organisations. These key characteristics are outlined below:



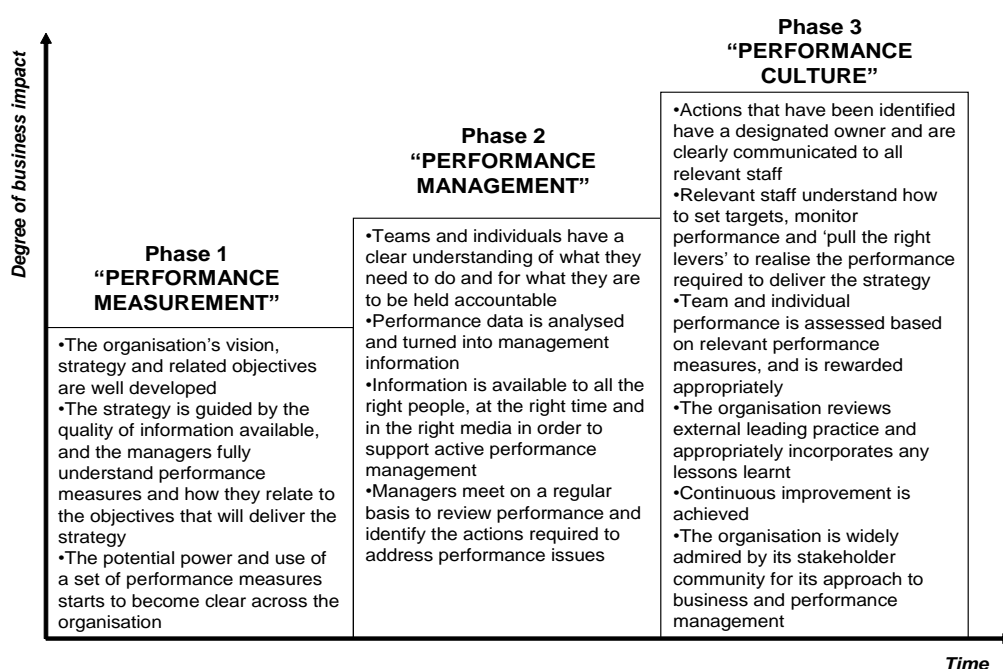
These characteristics will form the foundation for the development of a strong and successful framework which drives delivery and improvement. Structural and cultural issues will be addressed as part of an on-going programme of work focused on the performance management framework and business planning.

Evidence that the council has successfully adopted these characteristics and is effectively managing performance can be demonstrated in a number of positive ways. High performing organisations generally exhibit the following:

- Community engagement in the design and delivery of services through the use of customer intelligence
- Corporate governance by members and partnerships determining the use of resources through high level plans (e.g. Health & Wellbeing Strategy)
- Robust business planning – clearly defined directorate, service, team and individual objectives, targets and plans through which strategic objectives become actions and improved outcomes (the ‘Golden Thread’)

- Good management and practice – day-to-day contact in teams, team meetings and briefings, regular scheduled one-to-ones
- Training and development is informed by one-to-ones and appraisal
- Decisions are underpinned by a strong evidence base
- Community/user involvement in the performance review of services
- The evaluation of under-performance and customer complaints to enable improvement and shared learning
- The celebration and communication of success within the council and the community
- Improving satisfaction and reputation of public services as measured by surveys of our communities and service users.
- Early warning and rectification of risks to delivery and poor performance

Embedding a performance management culture (based on the characteristics identified in the model) within an organisation takes time. It generally evolves through a phased approach which is in line with the development of organisational capability and planning. An illustration of a phased approach to performance development is shown below.



Examples of good practice in terms of performance management already exist across the council. They are not yet however, consistent or systematic in approach. The plans that have been developed are designed to address this situation as soon as possible.

1.4 The Plan-Do-Review-Revise Cycle

The Council's performance management framework is made real by the 'Plan-Do-Review-Revise' cycle. This continuous cycle of activities takes place at all levels of the council (Partnership, Corporate, Directorate, Service, Team and individual) and mirrors and supports the commissioning cycle.



The 'Plan-Do-Review-Revise' cycle is a commonly used and simple way of managing performance.

The cycle is constructed around four key concepts:

Stage 1 – Planning

To succeed as a council it is essential that we understand the needs of the population and our communities. This understanding is based on a detailed knowledge of key intelligence (e.g. demographic, engagement, customer feedback etc), available resources, policy developments, anticipated risks and current performance levels. Collectively this evidence is used to determine our priorities and strategic objectives as a council. This vision drives the framework at all levels of the organisation (from the strategic to operational).

Stage 2 – Doing

This is about the council having the appropriate systems and processes (e.g. performance planning) in place to support improvement delivery. Implemented effectively, they will facilitate the council in taking the appropriate action, managing risk, and supporting and coaching our staff to achieve better performance.

Stage 3 – Reviewing

To fully understand the impact of our actions as a council, we need a systematic and comprehensive process for challenging performance levels throughout the organisation. Performance reporting and review meetings will drive this process and enable the council to assess the delivery of our plans when evaluated against known risks, staff performance and experience/feedback captured from service users (e.g. bespoke surveys or complaints).

Stage 4 – Revising

Information generated by the review stage (e.g. what's worked well and what's not worked well) and lessons learned are used to inform potential change. The revise stage is crucial to the development of an organisational culture of performance and improvement.

Making the model work

At each stage of the performance management cycle, specialist support and advice will be provided by the corporate business intelligence and performance team. This support will be coordinated and undertaken in conjunction with input from council colleagues from the following key areas:

- Policy
- Finance
- HR
- Risk Management
- Internal Audit
- Improvement team

Part 2 – Plan-Do-Review-Revise (Plan)

2.1 Wirral's Vision

The council's strategic vision and priorities are set out in the Corporate Plan and are based on a comprehensive and continuous process of consultation that was conducted throughout 2012/13. The process identified three key priorities that the council will work towards to support a more healthy, safe and prosperous borough. These include the following:

- **Protect the vulnerable in our borough**

Making sure that our systems and procedures help us to always identify and mitigate problems before they develop. Safeguarding the vulnerable effectively by working together across the council and agency boundaries and delivering our services with empathy at all times.

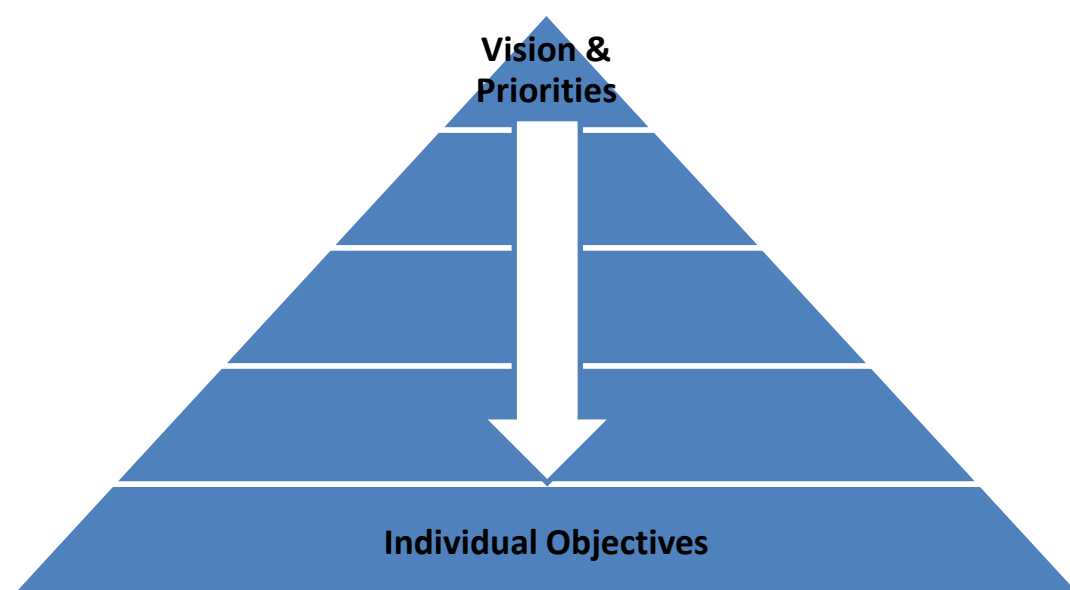
- **Tackling health inequalities**

Embracing the council's new leadership role in public health and using the opportunities this brings to focus on improving our resident's health and wellbeing and reduce levels of child poverty and health inequalities

- **Drive growth in our economy**

Capitalising on the unprecedented opportunities which are within our grasp: such as Wirral Waters, the International Trade Centre, International Golf Resort and our award-winning Investment Strategy.

The vision and priorities articulated in the Corporate Plan form the apex of the performance management framework. These priorities cascade down through the organisation as illustrated on the diagram below. The impact of this cascade is illustrated in the planning framework on the next page.

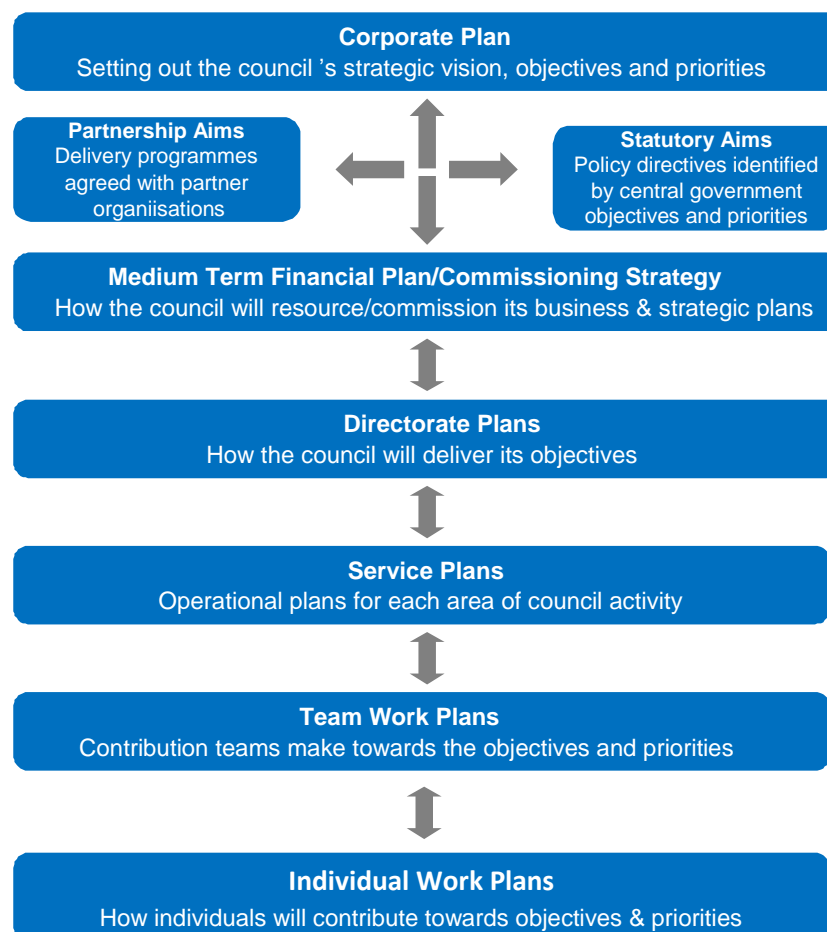


2.2 Planning Framework

Planning is an essential component of good performance management and the delivery of effective and efficient services. It acts as a tool for making rational decisions about resource allocation and assists services/teams in staying focused on delivering ambitions, even during times of change.

The business planning process translates high level objectives (e.g. Corporate Plan) into management action linked to performance measures. This process should be undertaken at all levels of the organisation, producing a hierarchy framework of plans that all feed upwards (the 'Golden Thread') and are aligned to the council's overarching vision for Wirral (as outlines in the Corporate Plan). Construction of plans is undertaken at the same time as developing balanced scorecards as the two processes are complementary.

The elements of the Golden Thread are captured in the diagram below.



2.3 Business Planning Process

The translation of the corporate plan (and budget) into a comprehensive organisational set of management actions linked to performance measures, will be supported by a refreshed business planning process and timetable.

A separate policy framework will outline in detail the process, responsibilities, resources and timetable for this process. This process will commence in September every year (as part of the councils corporate timetable) and its delivery will be facilitated by the Performance and Business Intelligence team.

The business planning process will concentrate on 4 distinct phases of activity.

Prioritising	Reviewing the strategic priorities to ensure that they remain relevant and completing a number of distinct, but interrelated, activities in identifying supporting operational priorities. This may include an element of public and partner consultation and debates with all members and senior officers about where the focus should lie.
Planning	Requires a directorate business plan and individual service plans to be drawn up for all defined areas of the councils business. The plans will cover a period of three years. Only service plans need to be produced annually.
Resourcing & Commissioning	<p>Without appropriate staff, assets and financial resources, it would not be possible for the council to deliver any of its agreed objectives and priorities. The business planning cycle will therefore require consideration of 5 main resource elements:</p> <ul style="list-style-type: none">• a review of the medium term financial plan to ensure that it covers known and projected planning commitments on a rolling basis• central budgeting of both revenue and capital expenditure to align with proposed spending plans• providing nominal 'resource envelopes' to service managers to enable them to plan within the constraints of the resources likely to be available, before the final determination of the budget• the identification of draft spending plans to enable consultation on a draft budget, and• the formal process of agreeing the required annual budget and level of council tax for the coming year. <p>The business planning cycle also needs to ensure that all plans are developed in line with the councils Commissioning Strategy and new approach to commissioning (e.g. future commissioning cycle)</p>
Delivering	The production of strategic, business and service plans is not an end in itself. The business planning cycle must then go on to ensure that action, outputs and outcomes result from all the planning activity. This is essentially about delivering what has been agreed and then checking to make sure that it has produced all of the intended benefits.

2.4 Evidence Based Decision Making

The performance management framework is underpinned by the provision and interpretation of intelligence to support evidence based decision making in the development of all plans and targets. The adoption of an intelligence culture is key to the development of a performance culture; it underpins successful commissioning and the design and delivery of outcome measures.

Corporate performance and business intelligence support will provide a range of services to facilitate the use of evidence based decision making. These include:

- Needs assessment (e.g. Joint Strategic Needs Assessment)
- Benchmarking of performance and value for money (e.g. against relevant peer groups)
- Trend and statistical analysis
- Demand and supply analysis
- Contract monitoring information
- Review and synthesis of available and relevant evidence
- Qualitative
- Forecasting of plans and targets / Profiling
- Training and support
- Modelling (e.g. simulation, system dynamics and discrete event simulation)
- Health Economics (e.g. cost benefit analysis)
- Evaluation frameworks

A more comprehensive specification of the resources and support available from the performance and intelligence team can be found on the [JSNA website](#). This support will enable decision makers at all levels of the organisation to quantify and forecast the impact of decisions before they are agreed. These forecasts can then be monitored, reported and managed through the framework.

Plans and targets which lack a strong evidence base should be consistently and constructively challenged at the planning stage. The evidence generated for the corporate plan from this process will be captured and published (as part of the technical specification produced to support the rationale for target selection).

Part 3 – Plan-Do-Review-Revise (Do)

3.1 Target Setting

All Directorates must specify and agree targets against which the success of their business can be measured and judged at each stage of the planning framework (e.g. from corporate plan through to individual performance appraisals).

Target development will be undertaken as part of the Business Planning process (see separate guideline) and should adhere to the following design principles:

- Relevant to the vision and priorities of the council (see Golden Thread)
- Informed by needs and aspirations of individuals and communities
- Clearly defined, to ensure consistent collection
- Easy to understand and use
- Cost effective to collect
- Challenging, but within established SMART criteria (Specific, Measurable, Achievable, Realistic & Time bound) and clearly link back to the councils strategic aims and objectives
- Reflect agreed budgets (profiled across financial year) and establishments which match information held by finance
- Respond to benchmarked national standards of high performance levels (based on analysis of current performance). Targets must be set that ensure services improve against those standards
- Developed through engagement with staff/public
- Be public and visible so that staff and customers know the targets individual service areas are working to
- Adopt national indicators and definitions where appropriate (e.g. Adult Social Care and Public Health Outcome Framework Indicators)
- Drive outcomes and informs commissioning

The targets can take one of the following three forms:

- **Outcome (or impact) measure**

An outcome measure can be defined as a measure of change/impact. It is the difference from one point in time (usually before an intervention) to another point in time (usually following an intervention) based usually on an intended or projected result.

- **Performance Indicator**

A performance indicator (or KPI) evaluates the success of a particular activity. Performance indicators are more process orientated and can help quantify the achievement towards an outcome measure.

- **Performance Measure**

A performance measure evaluates how well a programme, service or provider is performing. They concentrate on how much (quantity) and how well (quality) service providers are delivering, as opposed to the impact on whole populations.

The majority of the council's current targets (e.g. Corporate Plan) are performance indicators or measures. In the future however, the council will increasingly shift its focus towards outcome measures in line with its ambitious strategic programme of transformation. For example, the Strategic Commissioning Transformation Programme is designed to transform the quality of services, maximise value for money and deliver improved outcomes for the residents of Wirral (e.g. improved quality of life).

In terms of targets, the emphasis will be on the quality of targets (e.g. outcome focused) rather than the quantity (e.g. less is more).

3.2 Plans, Trajectories, and Specifications

As part of the target setting process, plans, trajectories, tolerances and technical specifications will need to be developed, agreed and published for all targets.

Plans

Plans should quantify the expected level of performance over the duration of the target. Timeframe will be dependent upon the aim and construction of the target (e.g. outcome targets are generally for longer periods of time and may need proxy indicators to be developed).

Trajectories

Profile the plan over its lifespan (e.g. usually by month or quarter) and establish the performance tolerance levels against which the RAG ratings will be generated. Trajectories should take into account confounding factors (e.g. seasonal adjustments).

Technical specification

For each target, a transparent set of technical constructs need to be established and agreed. These should include the following:

- Target definition
- Data source(s)
- Calculation methodology (e.g. numerator/denominator) and responsible officer
- Reporting frequency
- Timetable for data and report publication
- Identify accountable officer (and deputy to provide cover in event of annual leave and sickness absence) with responsibility for performance levels

- Identify performance lead (and deputy to provide cover in event of annual leave and sickness absence) with responsibility for monitoring and reporting target
- Identify relevant peers
- Quantify level of stretch
- Forecast methodology (e.g. generally based on the trajectory)

The plans, trajectories and technical specifications for each target contained within the Corporate Plan and Directorate Plans will be published on the performance web page.

3.3 Integrity of Targets and Plans

To ensure the integrity of the framework and confidence in the outputs that it produces, no targets (including plans, trajectories or technical specifications) will be adjusted in-year following:

- Council approval (e.g. Corporate Plan) or
- Sign off by the relevant Portfolio Holder (e.g. Directorate Plans)

This measure is designed to prevent under performance being disguised by technical adjustments that may result in the framework being 'gamed'.

3.4 Managing Risk

Risk management is the process of identifying and managing issues that may prevent the achievement of objectives. By contrast, performance management concentrates on driving the factors that maximise the probability of positive outcomes. Although, both processes are different in emphasis, they both share the same goal - the achievement of organisational objectives. It is important therefore, that the performance management framework is developed in line with risk management (e.g. integrated reporting).

3.5 Data Quality

Good data quality is the foundation for a strong and effective performance management framework. Performance reports are only as useful as the quality of the information used to generate them (e.g. rubbish in, equals rubbish out).

Poor data quality and performance information can lead to elected members, managers and staff making flawed decisions. Data quality is particularly important for council officers who record data in council systems. As such, they need to be aware of their responsibilities, and the impact they have on data quality. It is also important for officers with the responsibility for performance reporting to ensure that all indicator calculations are accurate and consistent, in adherence to agreed standards and definitions.

To ensure high standards of data quality, specific guidelines have been produced, and are available from - the corporate performance and business intelligence team and from the internet (performance webpage). They will be routinely updated and managed and are designed to ensure that the council aspires to the 5 principles of data quality highlighted in the diagram on the following page.

The 5 principles of data quality.



The corporate performance and intelligence team will routinely monitor data quality and will offer advice/assistance where necessary. In addition, the council Internal Audit team will perform annual spot-checks on performance indicators (especially statutory measures and government returns) to ensure data quality is maintained.

3.6 Data Flows

Timeliness is a key element in ensuring the quality of data. It is dependent on the ability to have consistent and routine flows of data regardless of the source (e.g. internal or external service provision). Therefore, the council aims to design its systems and data architecture so that they produce - where possible - automated "real time" data flows.

Availability of real time data serves a number of purposes. Firstly, it drives the framework and makes it easier to detect performance variances. Secondly, its provision to operation managers and staff facilitates the delivery and improvement of services.

Data flows also need to be developed in order that intelligence and performance information can be provided to support the requirements and development of the constituency model.

3.7 Balanced Scorecards

Balanced scorecards are a performance management tool. They are semi-structured reports used to manage inputs, processes and outcomes as part of an organisations achievement of strategic priorities.

Balanced scorecards for each level of the performance framework (e.g. Corporate Plan) will be designed as part of the target development process (and captured by the business planning process). The style and content of the scorecards will therefore evolve and develop over time. However, all council scorecards should include the following information as a minimum.

- Target description
- Data source
- Previous year's performance
- Target plan for year
- Year to date plan (e.g. Q1 proportion of plan)
- Year to date performance (e.g. Q1 performance)
- RAG rating (Red, Amber, Green)
- Trend
- Reporting period
- Accountable Officer
- Comments

Each scorecard will be periodically accompanied by a statistical report which will illustrate performance level, trends and forecasts graphically. Long term, this information will be available electronically on the internet using Instant Atlas (user friendly visual software for delivery of statistical information).

Part 4 - Plan-Do-Review-Revise Cycle (Review)

4.1 Performance Monitoring and Management

Performance monitoring is concerned with knowing how the council is doing in relation to its indicators and targets. However, monitoring by itself makes no difference to performance if it is not acted upon.

The council's performance management framework is based on a **monthly cycle** of monitoring which is reinforced by a strong focus on performance management and exception reporting. This pro-active system of monitoring (see timetable) is designed to identify and predict areas of under-performance as quickly as possible and enable data quality levels to be routinely scrutinised.

Areas of under-performance (as defined by indicator/plan technical specifications) will require the relevant and accountable Head of Service to complete an exception/delivery plan report (see Appendix 1). These reports focus on:

- identifying the cause(s) of under-performance,
- outlining the actions which will be undertaken to address under-performance
- recovery timescales (e.g. return to planned performance levels)

Progress and delivery of these plans will be routinely reviewed and scrutinised in order to drive forward improvements. This on-going evaluation will be undertaken in-conjunction with the risk management system and Finance.

4.2 Performance Reporting

In line with the monthly monitoring lifecycle, balanced scorecards (see previous description in Section 3) will be produced on a monthly basis and will use the latest available published data. The following scorecards will be produced monthly (and submitted to the appropriate meeting/committee as required):

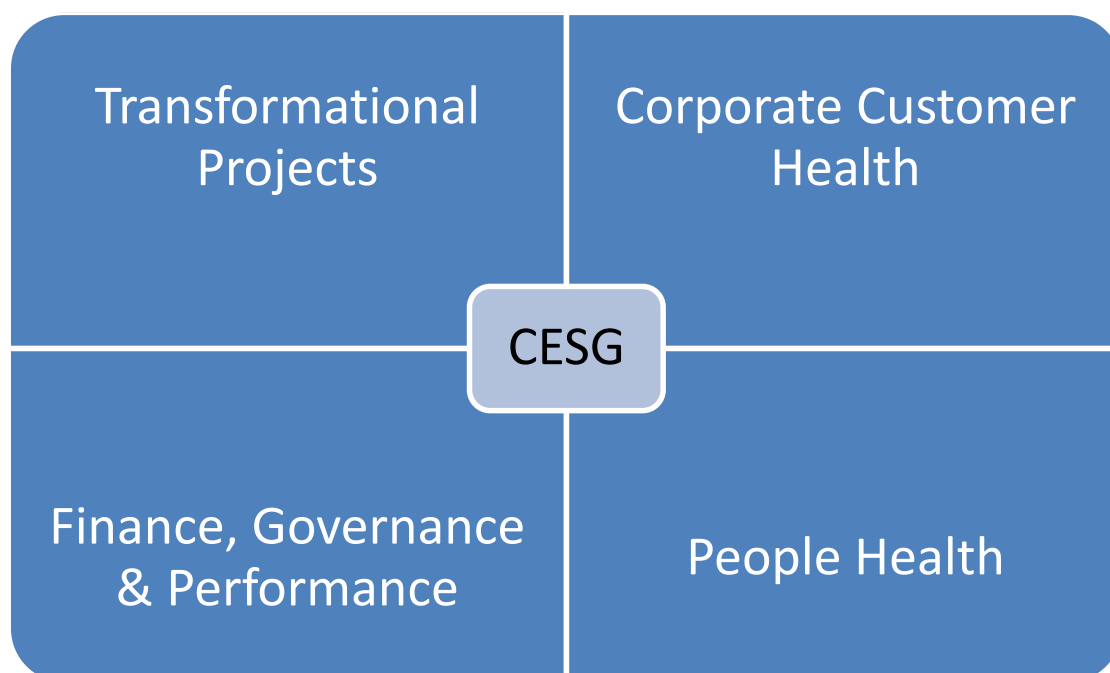
- Corporate Plan performance report
- Directorate Plan(s) performance reports
- Exception Reports/Delivery Plans (for any targets which are RAG rated as red)
- Service/Team reports

The following reports will be produced quarterly, bi-annually or annually:

- Annual Corporate Plan Performance Statement
- Annual Corporate Plan Technical Specification and Rationale document
- Bi-annual statistical analysis of Corporate Plan targets
- Quarterly Exception Tracker report

Performance reports will also be designed and produced to supporting the emerging requirements of the constituency model.

In addition, a monthly performance report will be produced for the Chief Executive's Strategic Group (CESG) meeting which will focus on the corporate health of the organisation (e.g. business as usual). It will examine the following four areas:



All council reporting will be published on the performance website and will be accompanied by a timetable of reporting dates.

4.3 Performance Review Process

There are a number of review processes which operate at different levels of the council. These include the following:

Political Review Process

Elected members will review and challenge (see Section 7 - roles and responsibilities) Corporate Plan performance (based on the latest Balanced Scorecard and exception/delivery plan reports) on a quarterly basis at Cabinet and the Co-ordinating Policy and Performance Committee. Directorate performance will be examined at the following Policy and Performance Committees:

- Transformation and Resources
- Regeneration and Environment
- Families and Well-being

Strategic Performance Review

CESG will monitor and evaluate framework exceptions (quarterly) in-conjunction with risk management, finance, and internal audit. It will also examine the corporate health of the council on a monthly basis (as previously described).

Directorate and Service Performance Review

Directorate Management Teams (DMT's) will monitor directorate (including Corporate Plan targets) and service performance on a monthly basis. The output from this process will be incorporated into reports for Cabinet; Policy & Performance Committees; and CESG. It will also be cascaded into team meetings and individual appraisals.

Performance Appraisal and Development Review Process

This process will allow for regular discussion and assessment (formal and informal) of staff performance, potential and development needs. One of the key benefits of this process for the council, is that it aligns and focuses an individual's objectives with the achievement of organisational goals (Corporate, Directorate, Service or Team). It enables:

- A framework for staff to consistently achieve high performance for customers and residents
- Recognition of individual/team contribution towards council priorities
- Better focused and developed outcomes enabling the individuals full personal and professional potential to be met.

Part 5 – Plan-Do-Review-Revise Cycle (Revise)

5.1 Background

The revise stage is about using the information learnt from the previous review stage to change what is done going forward. This stage is crucial to developing an organisational culture of performance and improvement.

It starts by gathering and understanding information about what has and has not worked well. Information should be considered from a number of sources including:

- Performance information from balanced scorecards
- Complaints/customer feedback/consultation exercises
- External assessments/inspections or internal audit
- Benchmarking/best practice information from other authorities/organisations or parts of the council
- Exception Reports
- Recovery Plans
- Policy and Performance Committee Action Plans

The range of information gathered from this process should be cross-referenced to identify common themes or issues which emerge. In particular, it is important to recognise and celebrate good performance and establish if it can be modelled in other areas of the organisation.

As a result of analysing this information, the following changes may be undertaken:

- Re-alignment of resources
- Additional investment
- Revised plans and delivery timescales
- Revision to the original ambitions and targets
- Decommissioning

This cycle of revision should be undertaken on a continuous basis, and the results should drive the business planning process and training and development requirements.

After this stage is completed, the Plan-Do-Review-Revise is complete. However, it is a cyclical and continuous process and the process starts again with the development of the next set of organisational plans.

Part 6 – Roles and responsibilities of managing performance

6.1 Political Accountability

The Leader of the Council

- The Leader of the Council has overall political accountability and ultimate responsibility for the councils performance.

Cabinet Members

- Collectively agree the Corporate Plan (and associated balanced scorecards).
- Portfolio holders sign-off Directorate plans (and associated balanced scorecards).
- Briefed on a monthly basis by Strategic Directors and/or accountable Heads of Service on performance levels, identifying areas of concerns and areas of achievement. Issues of concern should be discussed with Portfolio Holders so they are aware of work being undertaken to address concerns and associated timescales.
- Report to Cabinet against performance measures they are accountable for. Reporting will concentrate on areas of concern (including actions and timescales to address concerns) and achievement, and should show appropriate link to resources.
- Through the Cabinet, receive and review quarterly reports on corporate performance (linked to finance).
- The portfolio lead for performance will provide political leadership/sponsorship, and challenge to the performance management framework and all associated work streams (e.g. data quality and business planning process).

Policy and Performance Committee Members

- Receive quarterly corporate and directorate plan(s) balanced scorecard(s).
- Proactively and constructively scrutinise and challenge performance.
- Contribute to the design and development of the performance management framework.

6.2 Officer Accountability

Chief Executive, Strategic Directors and Directors

- Model the behaviours required for effective performance management (e.g. ownership of corporate plan).
- Adopt a corporate approach to performance challenge, delivery and improvement.
- Ensure all plans and targets (Corporate, Directorate, Service etc) are set at the right level of ambition, are fit for purpose and are consistent with the priorities and vision of the council.
- Responsibility for directorate data quality (and appropriate delegation of responsibility throughout directorate).

- Brief portfolio lead on key performance issues and plans.
- Verify and sign off performance reports relating to their directorate.

Heads of Service

- Accountable for the delivery of indicators and plans.
- Model the behaviours required for effective performance management (e.g. ownership of directorate plans).
- Responsible for the production and delivery and exception/delivery plans.
- Ensure that plans at team and service level are fit for purpose and contribute towards the delivery of corporate and directorate plan (in line with 'golden thread' concept which runs through the council's planning framework).
- Contribute to the development of corporate and directorate plan indicators, targets and tolerances.
- Verify and sign off directorate performance reports.

Service/Team Managers

- Ensure that plans needed at team/operational level to deliver service plans are created and managed appropriately.
- Model the behaviours required for effective performance management (e.g. ownership of directorate plans).
- Set, monitor and progress team and individual objectives and work with team to deliver against plan.
- Manage individual and team performance through effective leadership and coaching, and take appropriate action in the event of poor performance.
- Provide progress reports back to senior managers to ensure the management of service performance through this strategy.

Front line teams/staff

- Through direct contact with service users, they have first-hand experience of what is working and what isn't. This information should routinely be fed back to the organisation.
- Knowledge and skills to contribute to making services more effective.
- Knowledge of local communities and their specific needs within Wirral.

6.3 Corporate Accountability

Performance and Business Intelligence Team

- Support and guide Strategic Directors, Directors and Heads of Service in delivering the performance management framework
- Support and guide Directorates in the production of all relevant plans (as part of the business planning process)

- Develop and maintain all relevant policies (e.g. performance management framework, data quality, and business planning planning) and all associated training requirements
- Coordinate and manage operation of all performance related systems
- Provide leadership in the development and utilisation of intelligence resources and expertise to support evidence based decision making
- Proactively develop framework in line with best practice
- Facilitate the development of an integrated approach to performance management in-conjunction with colleagues for risk management and finance.
- Ensure the framework makes the necessary links with partner organisations on cross cutting themes and issues (e.g. Health and Wellbeing Strategy)

Internal Audit

- Perform an annual audit of a sample of performance indicators and associated data quality using a range of quality assurance checks.
- Perform an annual audit of the performance management framework and associated policies and procedures on an annual basis. Recommendations will be made based on an evaluation of the controls in place and the associated risks.

Risk Management

- To ensure that the risk management strategy links and contributes to the development and on-going delivery of the performance management framework.
- Contribute to the development of a culture of performance improvement.

HR

- Introduction of a new Performance Appraisal and Development programme (starts with the Chief Executive, Strategic Directors, Heads of Service and Senior Managers) which focuses on:
 - Personal performance
 - Creating teamwork and leading others
 - Maximising people potential
 - Building robust relationships
 - Leading organisational excellence
- Development and delivery of training which is targeted at supporting the priorities and objective of the organisation.

Part 7 – Delivering the Policy

7.1 Communication

The key officers responsible for implementing this policy are the members of the Chief Executive Strategy Group (CESG), Directors, the Head of Performance and Business Intelligence, Heads of Service and performance practitioners. Performance practitioners, Head of Service, and Senior Managers will directly receive a copy of this policy (plus a synopsis briefing).

Communication to wider staff of the key principles and actions which underpin the policy will be the responsibility of all managers. Managers will need to translate the priorities and targets set out in the councils plans (e.g. Corporate Plan, Directorate Plan(s) etc) into targets and actions for individuals which can then be incorporated in to individual's annual performance appraisal. Relevant performance issues (positive and negative) raised during the appraisal process will then need to be fed back into the framework by the responsible manager.

It is also important that positive organisational achievements are disseminated both internally and externally through:

- Staff briefings and team meetings
- Case studies
- E-mail and internet postings
- Academic articles

7.2 Website Page

As part of the process of communicating the framework, the council's performance website page will be refreshed and continuously updated. The aim is for the website to provide access to the following tools and resources:

- Monthly performance reports (Corporate and Directorate Plans)
- Annual performance and improvement statement
- Audit reports and recommendation (internal and external)
- Archive for all historical performance reports
- Exception reports / Delivery plan and timescales
- All policies and procedures (e.g. PMF and data quality policies)
- User and QA guides (e.g. managers how-to guide to performance management) and training material
- Reporting and data flow timetables
- Roles and responsibilities documentation
- Access to intelligence expertise and resources
- Facility to provide feedback and ask questions
- Repository for all relevant national guidelines and documentation

7.3 Performance and Intelligence Surgeries

The performance and intelligence team will provide monthly drop-in surgeries in each directorate. These sessions will offer advice and support with any performance or business intelligence related issues throughout the year.

7.2 Training and Development

A continuous programme of training and development will be implemented to support the continuous development and improvement of the framework. This will take the form of the following training sessions:

- Generic performance management framework training sessions for elected members and Heads of Service/Senior Managers
- Dedicated Policy and Performance Committee training sessions (e.g. balanced scorecard training)
- Training initiated and delivered through performance and intelligence surgeries

Training sessions will also be used to capture the feedback, comments and ideas on the framework.

Part 8 – Key Contacts

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