

# PERFORMANCE MANAGEMENT ACTION PLAN

## PROGRAMME AREA RESPONSIBILITY: AUDIT AND PERFORMANCE MANAGEMENT

CABINET

3RD JUNE, 2004

---

### Wards Affected

County-wide

### Purpose

To note progress on the Performance Management Action Plan to April 2004 and approve the Performance Management Action Plan to May 2005.

### Key Decision

This is not a key decision.

### Recommendations

- That
- (a) **progress on the Performance Management Action Plan to April 2004 be noted;**
  - and
  - (b) **the Performance Management Action Plan June 2004 to May 2005 be approved.**

### Reasons

Performance management is an important aspect of the Council's Corporate Performance Assessment Improvement Plan.

### Considerations

1. The current Performance Management Action Plan was approved by Cabinet in November 2003, with the main focus being to ensure the basic building blocks of performance management are in place and better understood. Since the Performance Management Framework was launched in May 2003, and prior to the appointment of the Head of Performance Management a range of work had been initiated but required completion. In addition the more consistent approach the Council had adopted needed to be communicated and regular monitoring established. These objectives have formed the core of the activities of the Head of Performance Management over the last six to eight months

---

Further information on the subject of this report is available from Sue Griffiths, Head of Performance Management, on 01432 260476

## **Progress on the Action Plan to April 2004**

2. The majority of actions in the plan have been completed on time (see Appendix I). This includes finalising the Chief Executive's Management Team commitments framework, and supporting the completion of the first interviews, and finalising the Risk Management Strategy and Herefordshire Driver. Two actions have been carried forward to the next Action Plan, i.e. redesigning the process of driving forward the Improvement Plan (which will need to be linked to the new Corporate Plan), and working with the Head of Human Resources on monitoring the Human Resources Strategy. The other actions remain ongoing as they are about embedding the approach within the Council. Key to the success of this will be monitoring and communication/support to managers.

## **Action Plan June 2004 to May 2005.**

3. The proposed Action Plan for the next twelve months is attached as Appendix 2. The next stage of performance management is to embed it as the "way we do things" and it is important that managers are able to relate to it as a core activity rather than a "bolt-on". The approach adopted by the Head of Performance Management is to continue to simplify and help managers join up the range of activities necessary to good performance. A simple definition of performance management is at the heart of this approach to help engage employees at all levels.

*"What we do to further improve the performance of employees and the Council to ensure the very best for the people of Herefordshire."*

This Action Plan aims to create and support the environment in which this can take place. It places a proper emphasis on the Head of Performance Management continuing to work with other key individuals to achieve the objectives, in some cases as lead and others in a supporting role. The overall aim is to ensure wide ownership of performance management and not to dilute the responsibility for managing performance which rests with all managers. The Plan is intended to support a change of culture to one which is increasingly and consistently performance focussed in all parts of the Council. It will take account of the forthcoming changes to Corporate Performance Assessment methodology as required.

For performance management to become fully embedded two aspects will require particular attention over the next year. Firstly, service planning and review and the link to individual objective setting, will need to become a living and not a once a year activity. Considerable work will be necessary to achieve this and working with key managers to support them will be critical. Secondly the Council now needs to move from performance measurement to performance management by driving improvements based on evidence of under performance. A focus on using performance information in this way will need to be evident at all levels of management and at the political level. In order to facilitate this a revised approach to performance reporting will aim to simplify the information presented and, where possible, show trends and comparisons.

## Conclusion

Progress on the first Performance Management Action Plan has been good. In addition to progress on the agreed activities, the role of the Performance Lead and Performance Coordinators Groups has developed well and good working links have been established between key colleagues who make a contribution in this area. The Action Plan for the next twelve months builds on these achievements and provides a robust basis for embedding performance management in Herefordshire in a real and tangible way.

## Risk Management

The Council scored 2 out of a possible 4 for the performance management aspect of the Corporate Performance Assessment. The consequent Improvement Plan, which was approved by the Audit Commission, set out the need to have a more consistent approach to performance management. Performance Management is both an area of focus and a support to improving service scores in the Corporate Performance Assessment. There is a strong and significant correlation between Councils' score on performance management and their overall assessment by the Audit Commission. Improving our approach therefore is essential in supporting the Council to either maintain our Good status or receive an Excellent assessment in the next Corporate Performance Assessment. Without taking any action the assessment of risk is:

Likelihood: -Likely

Impact -Significant

This gives an assessment of **medium** risk.

An agreed and fully implemented action plan reduces the risk to **low** by changing the likelihood to unlikely.

## Consultees

None.

## Options

There are no alternative options.

## Background Papers

Performance Management Framework