Redditch Borough Council's
Performance Management Framework
2009

Leader and Chief Executive's Foreword

When a Council is performing well it indicates that it is a well managed organisation.

Performance management is a useful tool to assess how the organisation is improving and to determine what steps are still required to achieve its objectives.

Redditch Borough Council needs the involvement of all of its staff and Members to achieve its Vision and deliver on the priorities for the Borough. Everyone needs to understand how their contribution fits into the big picture and how their actions and input will help the Council to be a successful organisation.

This performance management framework sets out the role of each individual, the timetable of activity and the outcomes we are trying to achieve.

By recognising the importance of the part that you play, the Council expects that it can achieve its ambitions.

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APPENDICES

1. What is Performance Management?

The Improvement and Development Agency for Local Government (IDeA) defines Performance Management as:

"Taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be."

Since the introduction of the concept of Best Value in the Local Government Act 2000, all Best Value Authorities were required to have in place systems to secure continuous improvement. One of the ways this was monitored was by comparing performance across all Authorities against a range of Best Value Performance Indicators (BVPIs). In 2008-2009 these BVPIs were replaced by National Indicators which also changed the emphasis from the day to day business of the Council to monitoring outcomes for local people. It is expected that projects will be developed in partnership to improve peoples' quality of life in the area. In addition the external audit inspection process changed from Comprehensive Performance Assessment of a Council to Comprehensive Area Assessment of an area covered by a Local Area Agreement. For Redditch Borough Council this means the whole of Worcestershire.

Effective performance management requires:

- Systematically deciding and communicating what needs to be done (aims, objectives, priorities and targets);
- A plan for ensuring that it happens (improvement, action or service plans);
- Some means of assessing if this has been achieved (performance measures); and
- Information reaching the right people at the right time (performance reporting) so that appropriate decisions are made and actions taken.

This means that Redditch Borough Council will:

- clearly define its priorities and objectives;
- identify projects to deliver its priorities and objectives with milestones and target dates;
- identify measures and set targets for achievement;
- identify risks and manage them;
- allocate ownership of milestones, targets and responsibilities to named officers
- monitor and report progress at timely intervals; and
- learn from previous performance

In addition we will put the customer at the heart of all that we do, listening to them, using their suggestions to improve the way we deliver services, and prioritising our actions to address their concerns.

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Performance management is important because it helps us to:

- Concentrate on what matters most,

  - prioritising what is done;
  - ensuring there are sufficient resources to do it ; and
  - making sure that our processes are integrated to enable community and corporate priorities to be delivered;

- Assess whether we are successful in:

  - achieving our goals;
  - identifying and rectifying poor performance at an early stage;
  - learning from past performance; and
  - improving future performance;

- Ensure we provide value for money by;

  - focusing on the right things in the right way;
  - looking for better ways of working; and
  - knowing what works under what conditions;

- Ensure we are listening to our customers and increasing satisfaction;

- Motivate staff by making sure they know how they contribute and what is expected of them; and

- Enable accountability through transparent reporting systems and a robust scrutiny function.

Managers can use performance management to ensure that services are improving and are more efficient.

Members can use performance management to ensure that policy decisions are being carried out and communities are being well served.

Most importantly, our stakeholders can use it to ensure that we carry out our commitments against our priorities each year. They can also use it to monitor how well we are delivering value for money as we improve service delivery and outcomes for residents and local businesses without dramatic increases in Council Tax.

2. The Golden Thread

The way that performance filters up and down through an organisation is often referred to as the golden thread. It starts with the Sustainable Community Strategy and permeates all the way down to individual performance targets set within the annual Performance Review system.
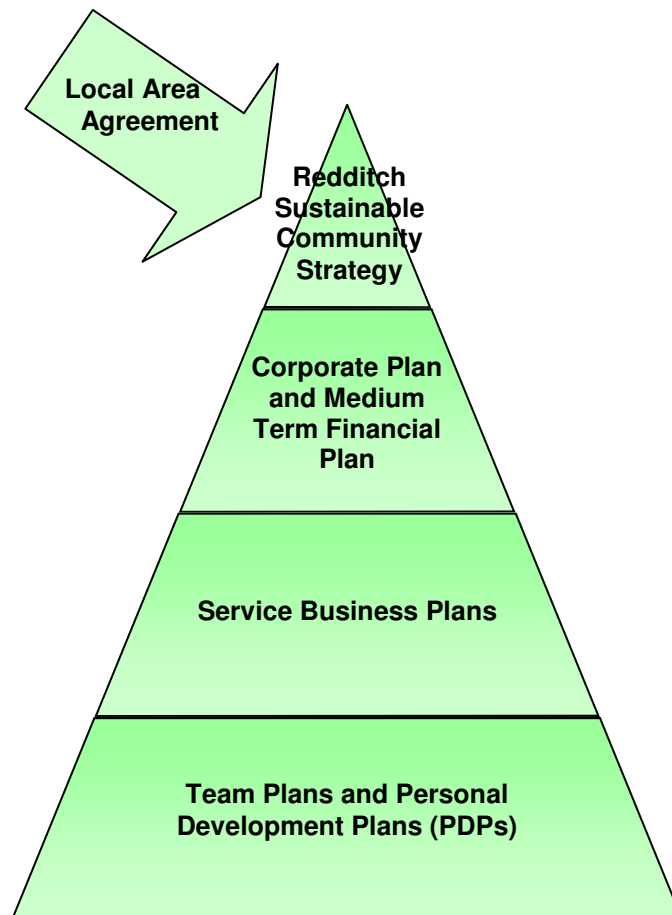
The Local Area Agreement (LAA)

This is a three year agreement between Worcestershire County Council and Government Office West Midlands which includes up to 35 of the National Indicators plus 18 obligatory educational targets.

The selected Indicators have agreed targets with a financial reward attached for achieving them. They are to address the priorities identified within the County-wide Sustainable Community Strategy and not all of them will be readily influenced at a District level. However, for many of them action will be needed at a District level to achieve the required improvement in outcome.

Redditch Partnership Sustainable Community Strategy

This is the strategy of the Redditch Partnership which, in consultation with partner agencies, residents and local businesses, identifies the priorities for the geographical area of the Borough of Redditch. It has as its vision:

"'**Redditch to be successful and vibrant with sustainable communities built on partnership and shared responsibility. We want people to be proud that they live or work in Redditch**".

Redditch Partnership will be one of the key delivery mechanisms for the achievement of the Local Area Agreement.

Redditch Borough Council's Corporate Plan

The Council's Vision is:

> ### An enterprising community which is safe, clean and green

The Corporate Plan identifies the priorities for the Council. These may also be those of Redditch Partnership but, in addition, include some internally focused priorities to improve the way we work and the way the organisation is run. The Corporate Priorities, which were revised in 2008, are:

      i)   **Enterprising Community**
      ii)   **Safe**
      iii)   **Clean and Green**

These can be linked to the Sustainable Community Strategy and LAA priorities as follows:

CORPORATE PLAN PRIORITIES

RBC

REDDITCH PARTNERSHIP

LAA

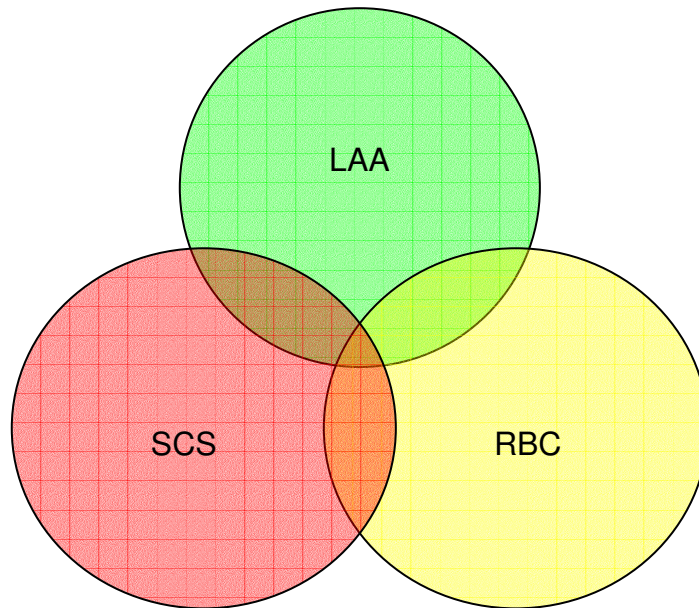| Enterprising Community	Safe	Clean and Green

| Economic success that is shared by all

Meeting the needs of children & young people

Stronger Communities | Communities that feel safe and are safe | A better environment for today & tomorrow |

Improving health and well being

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The LAA and its interaction with the Redditch Partnership and RBC can be depicted as follows:

Service Plans

These describe the actions each Service will undertake to support the Corporate priorities. They report progress against last year's key objectives (actions) and any reasons for under or non-performance. Performance against the targets will be monitored quarterly by Portfolio Holders with the relevant Head of Service as well as being reported to SMT/CMT.

Employee Performance Development Policy

This policy sets out a system of performance appraisal and improvement for employees. As part of the appraisal process objectives and targets are set for individuals and performance against them is monitored on a regular basis. These detail each individual's contribution to corporate priorities and are important in ensuring that staff are involved and understand their role within the organisation. Training and development needs are also identified. The policy is attached to this framework at Appendix 6. In addition a separate policy for managers – Managing and Supporting Performance Policy is attached at Appendix 7.

Project Management Framework

The Project Management Framework, which is currently under development, will set out the Council's approach to the management and delivery of all projects. The framework will provide a structured and consistent process and incorporate good practice based on established methodologies which have been adapted locally to create a model which meets the needs of the Council.

3. Roles

Members:

Members need to provide a clear vision for the Council, set the priorities and objectives that form the basis for the Corporate Plan and ensure that performance is on track. Full Council approves budgets to align resources to priorities and also approves any realignment of budgets required to address issues which develop throughout the year, such as slippage against key targets.

Executive:

The Executive Committee receives the quarterly monitoring exception report. In addition it will review progress against Service Plans and will also monitor progress against delivery of the Corporate Plan.

Portfolio Holders:

For the purposes of ensuring openness, accountability and transparency, the Council has determined that there shall be appointed from among the membership of the Executive Committee at each Annual Meeting (or otherwise as decided from time to time), Members responsible for

i)   monitoring performance and implementation of Members' decisions and policy; and

ii)   acting as consultees for Officers, and spokespersons, in relation to the agreed Corporate Priorities.

Portfolios should reflect Corporate Priorities for the period of the Corporate Plan.

Overview and Scrutiny:

Overview and Scrutiny will scrutinise performance information to ensure that any under performance is being adequately addressed. It will also challenge Services to ensure they reflect Council priorities and deliver value for money.

Senior Management Team (SMT):

SMT has overall responsibility for delivering the Council's priorities. It develops the Corporate Plan and its supporting Improvement Plan. The Improvement Plan sets out the actions needed to deliver the Corporate Priorities. Some improvements may arise from Service Plans, however other, more cross cutting, ones will be established by SMT. SMT will monitor and manage the delivery of the Improvement Plan on a monthly basis, challenging

slippage, agreeing different actions to overcome problems and changes to timescales.

It will also monitor progress against Service Plans and will review performance on an exception basis annually, quarterly and monthly as appropriate according to risk and priority.

SMT will agree a basket of indicators which reflect the Council's priorities. Progress against this basket of indicators will give an indication of how well the Council is delivering against its priorities at any given time. SMT will also decide which of the corporate indicators are of interest to our stakeholders, and progress against these will be reported quarterly on the Council's website.

Heads of Service (HOS)/Managers:

Heads of Services and Managers develop Service Plans to deliver the corporate priorities and objectives.

They are also responsible, with the support of the Policy Team, for developing performance indicators which are pertinent, have an agreed definition and calculation methodology and demonstrate progress against the Key Priorities within their Service Plans.   (A template for requesting new performance indicators is attached at Appendix 2.)

- Having agreed their performance indicators, HOS/Managers will establish baselines and then set targets against them.

- Each performance indicator will have a named manager who is responsible for its accuracy, submission on time as per the reporting timetable and the development of any remedial plans to address under performance.

- HOS/Managers will ensure that each locally developed performance measure has a clearly defined definition which includes the denominator and numerator where appropriate as well as any software systems used to produce the data which will ensure that performance is measured in a consistent manner and to enable Internal Audit to develop a rolling programme of review.

- HOS/Managers will report performance measures monthly.

- HOS/Managers will review and revise action plans to address failing performance.

It is also HOS/Managers' responsibility to ensure that performance and the achievement of the Council's vision and objectives is an integral part of everyone's job and that each member of staff understands this and how their role supports this. This will be achieved through the performance appraisal process and linking the actions within individual work plans to service objectives and corporate priorities.

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HOS/Managers will also ensure that staff are developed, trained and equipped with the skills and tools to do a job that is well defined and has clear links to corporate priorities. Where data collection or calculation is required, it will be included in the relevant job description and reviewed as part of the appraisal process. (See Appendix 1 for the Data Quality Policy)

All Staff

Every member of staff should have a personal work plan which contributes to their Service Plan and the delivery of its objectives.   They need:

- to be clear about their personal targets and the implications of achieving these effectively

- to actively seek to improve performance within their Service areas. This includes making suggestions about more efficient ways of working, for example by participating in Lean reviews

- to provide full explanations for good and bad performance to enable the organisation to learn from them

- ensure that any data input into the performance monitoring system (EDC) is accurate and timely. Data should be checked by the person who has responsibility for the indicator for accuracy before submission

Anyone who suspects that performance information is being deliberately miscalculated should report this in accordance with the Whistleblowing Policy.

Policy Team

The Policy Team support the performance management process. It is not their responsibility to chase either data submission or explanations for under/over performance. It collates information and records progress against corporate objectives and activities on a monthly, quarterly or annual basis as determined by CMT.

The Policy Team will develop the Council's electronic data collection system (EDC) including any necessary training of officers. It will ensure that the data collection system remains fit for purpose and provides reports in a form that meets the needs of the target audience. (Performance Reporting Timetable attached at Appendix 3).

It will also draw up a Data Quality Policy and drive its implementation across the organisation, including arranging training on new indicators and their collation as required. As the policy becomes embedded a programme of data quality audits will be undertaken throughout the year on all performance data.

The Policy Team will work with CMT to decide on the appropriate timing of performance information and the amount of detail required for each tier of management. It is anticipated that CMT will receive exception reports of significant under and over achievement.

It will produce a Performance Bulletin appropriate for all staff. Similarly performance will be reported to residents via the Council's website with sufficient narrative for people to understand what the figures mean.

It will identify where performance is slipping or not improving in line with expectations by providing analysis and support, including identifying other Councils who are delivering strongly in the relevant area so that lessons can be learned.

It will meet with Heads of Service at the end of each year to carry out a review of performance indicators. If, at this review it is deemed a local indicator (including retained BVPI's) is no longer required e.g. no longer providing any useful data, the indicator will be removed and will no longer be reported on.

The Policy Team will actively support 'Think Lean' within RBC in order to capture improvements.

It will also keep the Performance Management Framework under review and communicate it to all staff.

Performance Management Group

The Performance Management Group (PMG) will comprise of a group of Heads of Service/ Managers who will meet on a monthly basis to discuss and review performance matters. This group will report on its work via the Head of Strategy and Partnerships on a quarterly basis and will decide on the Exceptions that will be reported to CMT.

The group will look at new guidance on performance as it emerges and will monitor project delivery as well as performance. It will also capture the overall lessons emerging from Lean reviews.

See Appendix 5 for the Terms of Reference for this group.

4. Guide to Developing Effective Performance Measures

The IDeA recommends the "FABRIC of performance measurement". A performance measure should be:

Focused on the organisation's aims and objectives

Appropriate to, and useful for, the stakeholders likely to use it

Balanced, giving a picture of what the organisation is doing, covering all areas of significant work

Robust, in order to withstand organisational change or individuals leaving

Integrated into the organisation, as part of the business planning and management processes

Cost-effective, balancing the benefits of the information against the costs.

Performance measures may only last for a year, for example, the development of a strategy will provide a yes/no answer but if it is a priority for a particular service then a performance measure will need to be established.

Performance measures can also include progress against project plans.

It is useful to build a performance measure so that the denominator can be included to provide a more balanced picture of the level of demand for a service. For example, a performance level of 0 weeks for the time spent for homeless families in temporary accommodation looks like exceptional performance. However this may mean that there have been no families presenting as homeless or nobody is being accepted as homeless, or it could be that people are being permanently re-housed very quickly due to proactive prevention measures undertaken.

As an interim measure some BVPIs have been retained whilst new performance measures are being developed. As a minimum, a new indicator should be developed for each project which is granted additional resources as part of the budget setting process.

It is vital that all new performance measures have clearly defined methodologies, a copy of which must be filed with the Policy Team. This will enable Internal Audit to provide an independent review of a rolling selection of indicators.

5. Setting Targets

Having agreed the title and definition of the performance measures, appropriate targets must be set. It is important that targets are achievable with an appropriate level of additional effort i.e stretch targets. The useful acronym is that targets need to be SMART:

- **S**pecific

- **M**easurable

- **A**chievable

- **R**ealistic

- **T**ime bound

'The criteria for using a target are:

- the outcome can positively be effected within the target's timescale
- there is enough predictability in the area of performance for a target to be meaningful
- it will help focus attention on a particular area of importance
- it will motivate people to look for new ways to improve
- it will signal commitment to users and stakeholders
- it is possible to monitor progress without disproportionate cost.'

 (IDeA Performance Management, Measurement and Information Project)

The revised 198 National Indicators do not have associated targets apart from those negotiated as part of the LAA process. However, as baselines become established, it will be necessary to develop targets to demonstrate achievements within the Service.

Several of the former BVPIs have been retained as they provide useful performance information for the organisation and have well established baselines. These will be monitored as agreed and their definition may be amended slightly to provide more useful information internally. Any alterations to definitions must be recorded on a new LPI request template. The necessity and appropriateness of all PIs will be reviewed annually to ensure that they are still appropriate and provide meaningful information to the organisation.

Local indicators will be developed in support of the key deliverables within the Service Plans. Managers may have additional local indicators which they will use to review performance across their service areas and also to monitor the performance of individuals. So far as reasonable, PIs will need to be submitted with background information such as denominators to provide information around level of demand and workload. This will facilitate bench marking with other Councils. Although the Policy Team will provide support and guidance and will develop an area for local performance indictors on the EDC, it is anticipated that these will be kept within the Service and will only be escalated up to senior management on an exception basis. However local

indicators referred to within Service Plans will be reported quarterly as part of the performance management arrangements for service delivery. Targets will be set and agreed as part of the approval of the service plans.

6. Reporting Structure.

All performance reporting should help answer the question "What do I need to know to make sure things get better?"

Senior Managers and Councillors need a strategic overview of organisational performance while Managers require information that helps them to manage their Directorate, Service or Team. Individuals also need to know how they are performing. There will be a hierarchy of measures reflecting the structure of the organisation and each of these must be owned by an individual – i.e. a named person must be accountable for the collection of the information and for the performance itself.

It is essential that, to enable value for money assessments to be made, performance information is reported in tandem with financial reporting. Therefore quarterly reporting will be combined with budget updates on the SMT agenda. Similarly, business process re-engineering should provide background information on the cost of service delivery and any savings identified as part of this programme should also be considered as part of this reporting.

For each indicator a reporting timetable needs to be agreed. The current year's timetable is attached at Appendix 3.

As soon as possible after the end of the monitoring period the data must be collated and the indicator calculated. A timetable for reporting will be produced by the Policy team. Prior to submission, the data must be reviewed by the person with nominated responsibility for the indicator in terms of accuracy, who must also provide explanations for over and under performance.

Performance reports will be compiled by the Policy Team. Most reporting will be by exception, which means that only missing data, underperformance and success will be reported to CMT. The Performance Management Group will review the data in its entirety and decide on the exceptions to be reported to CMT.

The time for optimum focus is the second quarter. It is important, therefore, that as often as possible performance is profiled across the year so that comparison can easily be made against the expected outcome. All relevant performance indicators will be examined in depth at quarter 2 and questions will be asked of those responsible for them so that performance can be targeted for improvement against outturn targets. A template for wider underperforming indicators is attached at Appendix 4. A template is requested by the Performance Management Group and targets set on the template will be reviewed in line with the recovery plan.

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Performance will also be substantially reviewed by Members, by:

a)   Portfolio Holders reviewing progress against Service Plans regularly with Heads of Service. A template has been established for this purpose. Appendix 8.

b)   Quarterly Exception Reports to Executive.

c)   Quarterly Exception Reports to Overview and Scrutiny.

A timetable of the performance year can be found at Appendix 9.

APPENDIX 1:

Redditch Borough Council's
Data Quality Policy

October 2008

1. Why do we need a data quality policy?

Redditch Borough Council needs reliable, accurate and timely information with which to manage services, inform users and account for our performance. In addition we are required to share our information with partners and external bodies so that they may use it to either develop an understanding of the place in which we live and/or work or to inform a judgement on how well we are meeting the needs of the people of Redditch.

This means that the integrity of the data both collected and provided is of utmost importance. However at times there needs to be a trade off between getting information quickly and waiting for it to be verified as 100% accurate. Where this is the case the person providing the information needs to stress that it is an estimate or has not been checked for accuracy.

With the Place Shaping agenda we are required to develop an evidence base for each of the priorities we set ourselves local to each area. This means that "data" as referred to in this document is not just performance information but information in its widest context.

The release of incorrect information may lead to political embarrassment, a drop in public satisfaction levels or lead to unfavourable reports from the Audit Commission. For that reason anyone who suspects that the organisation is being deliberately misinformed about data should report to someone senior (if necessary through the Whistle Blowing Policy).

This policy outlines the approach we will take to ensure data quality and is appropriate for all levels of staff and members.

2. What is data quality?

The Audit Commission has defined six principles of good data quality. These are:

Accuracy: Data should be sufficiently accurate to present a fair picture of performance and enable informed decision making at all levels.

The margin of error should be minimised at all times but the need for accuracy must be balanced against the cost and effort of collection.

Data should represent clearly and in sufficient detail the interaction provided at the point of activity and where possible it should be captured only once, although it may be used many times.

Validity: Data should comply with relevant rules and definitions, whether nationally or locally set.

Data should be consistent to support comparisons over time and with similar organisations.

Reported data is authorised by senior managers.

Reliability: Data should be based on stable and consistent data collection and analysis processes – whether manual or computer-based systems or a combination of both.

Wherever possible manual manipulation of data should be kept to a minimum and systems used to collect data should have good practice data quality standards built in.

Restrictions will be built into the data collection system (EDC) to ensure that only designated people will be able to enter data into designated Performance Indicators.

Once submitted, data can only be amended by the Policy Team and then only on written request by a Head of Service.

Timeliness: Data is timely and is captured as quickly as possible during or after the event or activity.

The data should be available within a reasonable time period to support information needs and to support decision-making.

Relevance: Data captured is relevant to the user and appropriate to the purpose for which it is used.

Information needs will be reviewed regularly at each level of the organisation reflect changing needs.

Completeness: All relevant data is included and missing, incomplete, or invalid records are minimised.

3. Roles and Responsibilities.

3.1 The Chief Executive has overall responsibility for championing data quality at Redditch Borough Council.

3.2 Heads of Service are responsible for the development of any new local indicators; this includes devising the definition and calculation methodology. They also need to ensure that staff who collate and input data understand the purpose of the data and the methodology for

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collecting it, and should review any inaccuracies and arrange for training when necessary. Heads of Service are also responsible for checking the data prior to submission for accuracy.

3.3   Staff who input data are responsible for ensuring that they understand the purpose of the information they are entering onto any system. They are also responsible for checking that the information is correct. Responsibility for compiling information must be included in the relevant job description and training will be provided for all relevant staff.

3.4   The Performance Management Group (PMG) will be the second element of review. If PMG are unsure whether data quality is being maintained then they can request a review of the relevant information to be included in the annual work programme of Internal Audit.

3.5   Internal Audit will perform a rolling programme of review on a risk basis. This work will be driven by the Performance Management Group.

3.6   The Policy Team will provide advice and support to Services, facilitate the production of reports on performance indicators and maintain the electronic data collection system. It is also responsible for providing training and up to date guidance to data inputters on the use of the EDCs.

4.   Indicator Definitions

4.1   The Policy Team will maintain a central record of performance indicators. This will include:

- the Service responsible for the indicator;
- the identity of the officer responsible for collecting and reporting the information;
- the performance indicator definition including the method of calculation and data source;
- corporate report

4.2   The definitions to be used for National Indicators and are the latest version of those published by the Audit Commission.

4.3   For local indicators the relevant Head of Service must set out a definition for the indicator using the template provided by the Policy Team. A copy of the definition and any subsequent changes must be forwarded to the Policy Team.

4.4   The indicator must be calculated in accordance with the definition to ensure consistency over time, allowing for comparison of performance over time and national benchmarking.

5.   Systems and Procedures

5.1   The Policy Team will produce a reporting timetable each year detailing timescales for data input and reporting to CMT and Members.

5.2   Data inputters must ensure that accurate data is entered on the relevant electronic data collection sheet (EDC) in compliance with the reporting timetable.

5.3   There must be adequate controls over the collection and input of data to ensure that data is being entered consistently and correctly and to avoid double-counting.

6.   Reporting

6.1   Data will be automatically downloaded from the EDCs into reports. The reports will be circulated to Directors and Heads of Services for comment prior to being presented to CMT and Members.

6.2   Data can only be amended by the Policy Team at this stage on receipt of written authorisation from the relevant Head of Service.

6.3   The Policy Team will produce an exception report for CMT/PMG of indicators where performance has declined.

6.4   Data will be reported to the LAA through a partnership arrangement with Worcestershire County Council.

6.5   The Policy Team will ensure that annual reporting of performance indicators is carried out as required by the Audit Commission and that outturn figures are published on the Council's website.

6.6   Data is managed in line with the COUNT (collect once and use numerous times) principle. Data is sourced by the Policy Team quarterly and is then used for a variety of purposes: reporting to Members, SMT/CMT, the County Council, the public and other interested parties. This data is also used for benchmarking and trend analysis purposes.

7.   Verification

7.1   Data requirements should be designed along the principle of 'getting it right first time'. However, even where there are strong controls over input error can occur. Where it is needed, a verification procedure should exist close to the point of data collection and the frequency of verification should reflect the assessed level of risk associated with the indicator. Having someone close to the data source review the data improves the chance of correcting errors not detected through edits.

7.2   A number of performance indicators are calculated using information provided by external sources and the Council will work with information providers to ensure that such data is accurate and timely.

7.3   Responsibility for data verification lies within Services but Internal Audit and the Policy Team can offer advice and guidance about suitable verification procedures.

7.4   When entering into contracts with service providers, wherever relevant there must be a requirement to provide timely and accurate performance information.   The contractor's responsibilities for performance data quality and how this will be monitored must be clearly set out.

APPENDIX 2:

REQUEST FOR NEW PERFORMANCE INDICATOR

Request made by:		**Telephone No.:**	
Title:		**Date:**	
Service to which new PI relates:			

Description of indicator (incl reference No.)		**RBC only Y / N**	
		National Definition Y / N	

NI Y / **N**	**CMT Y** / **N**	**Service Plan**	**Y – Ref No:** **N**

To be collected by:		**With effect from:** **(dd/mm/yy)**

Targeted: Y / N	**If yes, please advise if the target is Annual, Quarterly, Monthly or Snapshot (is the snapshot per year/quarter/month)**

Frequency of reporting / **collection: MONTHLY** / **QUARTERLY** / **YEARLY***

Rationale for indicator

Explanation for the inclusion of indicator *e.g. To encourage participation in sport*

Full definition of indicator

Formula for calculation

e.g (x/y) * 100   where x = ……. and y = ………
Include description of how the outturn will be calculated as the year progresses where this differs from that used for the first period in the year.   Example – does the outturn accumulate during the course of the year or is it calculated as a snapshot independently in each period?

Data Source	

Good performance is indicated by:

Higher output figure / **Lower output figure***

Signed: **Head of Service** /**Director**

APPENDIX 3:

<u>2009 – 2010 PERFORMANCE REPORTING TIMETABLE</u>

Qtr	Performance Data to Policy **by 12 noon**	Policy to circulate for comments / amendments at 10.00am	Comments / amendments to be returned to Policy **by 12 noon**	Policy to create exception report	Forward exception report for CMT at 10.00am	CMT date
Q1 (Apr - Jun)	Thu 16/07/09	Fri 17/07/09	Wed 22/07/09	Thu 23/07/09	Mon 27/07/09	Thu 30/07/09
Q2 (Jul - Sep)	Thu 08/10/09	Fri 09/10/09	Wed 14/10/08	Thu 15/10/09	Mon 19/10/09	Thu 22/10/09
Q3 (Oct-Dec)	Thu 14/01/2010	Fri 15/01/2010	Wed 20/01/10	Thu 21/01/10	Fri 22/01/10	Thu 28/01/10
Q4 (Jan - Mar)	Wed 21/04/10	Thu 22/04/10	Tue 27/04/10	Wed 28/04/10	Fri 30/04/10	Thu 06/05/10

These dates may be subject to change. Full details of an up to date reporting timetable will be held in Policy.

APPENDIX 4:   <u>**PERFORMANCE INDICATOR - RECOVERY PLAN TEMPLATE**</u>

PI No.	Description	Q1/Q2 Outturn	Position at Same Time Last Year	Target	Impact on Budget	Reason for Slippage

Proposed actions to address the slippage			Date by Which Action Will be Achieved	Name of Officer Responsible for Action

Form completed by:	Title:	Date:

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APPENDIX 5:

Performance Management Group – Terms of Reference

Name – **Performance Management Group**

Purpose – i)   to review performance against performance indicators across the Council and to escalate concerns re underperformance to SMT and CMT

    ii)   ensure that good performance is communicated to SMT/CMT and publicised to raise public opinion of the council

    iii)   to keep a watching brief on new guidance around performance management including new definitions for national indicators, emerging issues around Comprehensive Area Assessment

    iv)   to assist in the development of recovery plans for areas of underperformance

    v)   to monitor implementation of recovery plans

    vi)   to ensure that lessons learned from recovery plan development are communicated across the organisation

    vii)   to consider issues highlighted from external inspections and ensure that plans are in place to address them

    viii)   to perform a risk assessment of performance indicators from a data quality perspective to inform the work of Internal Audit

Membership – The group will need to include representatives from at least the following areas:

Finance, IT, HR, Customer Service, Housing, Policy, Audit, Environmental Services and Housing Benefit

Frequency of meetings – Monthly

Appendix 6

Employee Performance Development

1.   Introduction

Redditch Borough Council is committed to managing and developing high levels of performance in all of its employees. Developing performance is important because:
- it helps create efficiencies and value for service users
- it improves overall capacity and capability
- it helps us to cope with and facilitate change
- it increases motivation and engagement

The Council has two formal policies through which employee performance is appraised, managed and developed. These two processes are 1) the 'Appraisal Process' and 2) 'Managing and Supporting Performance'. The latter primarily seeks to support those employees whose performance is not meeting the standards needed to carry out their role.

Both of these processes are supported by separate policy documents. The **'Employee Appraisal Scheme – a guide for all employees'** and **'Managing and Supporting Performance'**, both of which are available on the HR and Communications site on the Intranet, within 'Organisational Development'.

The Employee Performance Development policy (this policy) provides an overview of these two processes. It lays down the responsibilities of managers, employees and human resources, along with the role they will each play in enabling effective performance, and encourages all employees to take this role seriously.

Employee performance development has two clear focuses:
1) Align the individual's performance with corporate and service objectives
2) Set standards for behaviour that will support high levels of performance

Our performance development processes are built to support and reinforce these foci, and are underpinned by the performance management cycle:
- **plan:** clearly identify what performance is required and how it will be measured
- **do:** encourage performance to the required standard and provide support and development
- **review:** assess and evaluate performance against a variety of measures
- **revise:** seek improvements where performance standards have not been achieved and make adjustments as necessary

2.   Equalities Statement

This policy is intended to operate within the Council's commitment to equalities and diversity including:

- Equal treatment regardless of race, gender, age, disability, sexual orientation, religion or belief, with reasonable adjustments where necessary in line with the Disability Discrimination Act.

- Working to eliminate **unlawful** discrimination.

- **Promoting equal opportunities**

- Promoting community cohesion**, including good relations between people from different racial groups**.

- Providing reasonable access to interpretation or support on request.

- Responding to the needs of all, and working to engage all sections of the community.

This policy will be assessed as part of a rolling programme of reviews to ensure that it does not have a detrimental or disproportionate effect on any group.

Any concerns that the policy is operating in a way that could be construed as discriminatory should be passed to the responsible Manager and will be dealt with as part of the official Complaints Procedure, in line with the Council's Equality Schemes.

3.   Responsibilities

It is the responsibility of the line manager to:
- Ensure that all employees understand the procedures to be followed.

- Ensure the fair and consistent application of the processes under this policy.

- Ensure that each of the stages and the intentions defined within this policy are carried through.

- Translate department and service objectives into individual targets for their staff

- Agreeing job descriptions and targets with their teams

- Conduct regular (e.g. monthly) one-to-one meetings with each staff member to review ongoing performance and support

- Identify training, development and other support needs and to determine priorities for meeting these

- Encourage staff discussion concerning career progression and personal development

- Ensure that annual and six-monthly reviews take place for all staff

- Recognise and communicate achievements

- Evaluate developmental activity and ensure that training evaluation forms are completed

It is the responsibility of the individual employee to:
- Attend all meetings as detailed within this policy.
- Check that their individual objectives fit with council, service and team objectives

- Regularly and honestly communicate with their manager about their performance and development issues

- Identify personal development needs and ways to achieve them

- Adequately prepare for meetings and appraisals

- Attend any training, development and other support opportunities offered

- Reflect on how development opportunities have improved the way they work and that this learning is shared with others

It is the responsibility of the Human Resources Department to:
- Provide specialist advice and training to managers/supervisors to assist them to manage and appraise performance.
- Advise line managers and employees on the policy & procedure and how it should be applied.
- Regularly review corporate training and development needs to support effective delivery of performance management objectives

It is the responsibility of Heads of Service / Service Area Managers to:
- Cascade corporate visions, objectives and plans down to team and individual performance level
- Link the management of people's performance with service plans
- Monitor performance against the Council's strategic objectives
- Regularly monitor, review and evaluate the strategy
- Audit the management processes which underpin the strategy

It is the responsibility of Directors/Elected Members to:

- Attend training on the principles and implementation of this policy as required.

- Ensure that each of the stages and the intentions defined within this policy are adhered to.

- Ensure the fair and consistent application of the policy

- Regularly monitor, review and evaluate the strategy

4.   The Appraisal Process

People need to understand both what is expected of them and how what they do contributes to the Council's success.   There are three steps needed to effectively appraise and develop performance:

1) Define performance expectations – i.e. what the individual is required to do, why they are required to do it and to what standard
2) Assess the extent to which the employee is meeting these standards
3) Introduce the training and development required to either bridge any gaps, or to maintain effective performance.

Further information and guidance on the appraisal process can be found in the 'Employee Appraisal Scheme – a guide for all employees', which can be found on the HR and Communications site on the Intranet, under Organisational Development.

4.11   The Appraisal Process - Overview

The Appraisal scheme consists of four elements, each of which is designed to facilitate these three steps:
1. An annual appraisal meeting
2. An interim appraisal meeting (normally after six months)
3. Individual regular / monthly performance meetings
4. Quarterly team performance meetings

The relevant documents are:
- The Appraisal Meeting Form (to be completed at the both the annual and interim appraisal meetings)
- The Employee Pre-Appraisal Form (to be completed by the employee and a copy handed to their line manager no later than one week prior to the Appraisal Meeting)
- Monthly Performance Meeting Form
- The Manager's Guide to Appraisals and Objective Setting
- Employee Appraisal Scheme – A Guide For All Employees

These documents can all be found on the 'Organisational Development' site on the Intranet.

4.12   The Annual Appraisal Meeting

This is a meeting between the line manager and the employee. The employee's performance is appraised against how well they achieved the tasks and objectives set for them during the previous year, and whether they consistently demonstrated the behaviours and performance standards required of them.

New objectives for the forthcoming year are also set, with training and development needs identified.

The annual appraisal is timetabled to take place between in February and March, following completion of the Service Plan. Appraisals are ideally carried out in the following order – Directors, Heads of Service, 4th tier managers, all other employees. This helps to ensure that corporate levels strategic objectives were clearly understood and set for service area managers before these are then linked to individual employee targets.

Manager's guidance to appraisals and objective setting can be found on the HR and Communications site on the Intranet, under 'Organisational Development'.

4.13   The Interim Review

The appraisal process is supported by **an interim review** (usually six months after the main appraisal meeting). At this meeting, the same appraisal form, and appraisal criteria are applied, and performance is appraised to check that the employee is on target to achieve their objectives.

4.14   The Monthly Performance Meeting

To help ensure robust and consistent management and support for good performance, managers should meet with their employees on a monthly basis to discuss the employee's current work, (volume, content etc) and to provide the employee with an opportunity to raise any specific concerns or issues which may be affecting their performance or well being. Examples may be health and safety, stress, problems with work colleagues etc.

The purpose is for suitable, pro active, preventative measures to be put in place to maintain well being and performance before there becomes an issue. It also reinforces to employees the value we place on them, their development and their performance.

If done regularly and effectively, monthly meetings help to support the annual appraisal. They do this by ensuring there are no surprises at appraisal, (which will make that meeting more problematic); by enabling the annual meeting to take less time, (as performance and targets are already well understood), and by providing evidence of performance through out the year.

4.15 Quarterly team meetings

Quarterly team meetings are for the line manager to meet with their team (or specific groups of employees) to update them on corporate and service goals / service plans and service area performance. The purpose is to help the team understand how their performance adds value to Council, and how they help us contribute to our success.

Although there are no specific forms required for this part of the appraisal process, line managers must ensure they are communicating current Service Plan objectives.

4.16 Appraisal Meeting - Appeals

Employees who believe they have been appraised incorrectly or unfairly will have the right to appeal. Appeals must be made in writing, to the person to whom the employee's line manager reports. Appeals must state which aspects of the appraisal the employee believes has been inaccurately appraised, with a brief explanation and examples given to support this view. Appeals must be lodged within 10 working days of the appraisal taking place. Appeals lodged will be formally responded to within five working days, and the matter investigated as soon as is reasonably practical.

5. Managing and Supporting Performance

The Employee Performance Development policy (this policy) provides only a brief overview of the process involved in managing and supporting performance. The full policy for this (Managing and Supporting Performance) is available in the 'policies' section of the Human Resources site on the Intranet.

5.1 Overview

'Managing and Supporting Performance' processes should be used in those circumstances where an employee's performance is falling below the standards required, and this is attributable to short to medium term training and development needs.

The process involves the following:
- Agreeing developmental objectives and targets
- Agreeing what training, development and other support will be provided to the employee; by whom and by when
- Agreeing the timescale available to achieve these objectives
- Capturing this information on an 'action plan' – a live, working document used to record agreed actions and progress.

'Managing and Supporting Performance' is supported by the Performance Development action plan (available on the Organisational Development site on the Intranet).

5.2   Disciplinary Action

Where an employee is failing to meet the minimum standards required both the manager and the employee have a mutual obligation to undertake the necessary steps to improve performance; committing the necessary time and resources to achieving this goal.

If, despite all reasonable training and support being made available to the employee, they are still failing to achieve the standards required, it may become necessary to take formal disciplinary action against them, up to and including dismissal. Such an outcome will always be a last resort, considered only where performance can not be improved within a reasonable timescale, and only where the employee has been warned that failure to improve performance might lead to disciplinary action being taken against them.

It is therefore vital that in undertaking any such process managers are robust in identifying the root causes of underperformance and commit to meeting the support and training needs identified wherever it is reasonable to do so.

5.3   Wilful Negligence

All of the processes falling within the remit of this policy are designed to support those performance issues arising from genuine training, development and support needs. They are not suitable for managing any situation where shortfalls in performance result from the wilful negligence or intent of the employee.

These concerns should be dealt with under the Council's Disciplinary policy, and HR guidance should **always** be sought in the very first instance.

6.   Managing Good Performance and Developing Future Performance

Performance development processes, when used well, are highly effective and useful management tools. They are not just about managing underperformance, and it is just as important that managers take the time and effort to manage high and medium levels of performance; ensuring that these employees are stretched and motivated to maximise their potential.

7.   Managers' Checklist

As part of their people management responsibilities, managers should:
- set SMART objectives for all staff
- link personal targets to organisational plans
- monitor overall performance day-to-day
- formally monitor performance against objectives
- review targets on a regular basis
- recognise good performance
- confront poor performance
- identify development needs
- provide all necessary training

- encourage staff development and the sharing of learning
- set targets to stretch ability
- recognise potential and channel it effectively

FOR FURTHER INFORMATION ON THIS POLICY, PLEASE CONTACT YOUR HUMAN RESOURCES OFFICER.

NOTE: *RBC reserve the right to vary the content of this document with consultation where appropriate.*

Appendix 7

Managing and Supporting Performance

1.   Introduction

The process outlined within this policy should be used in those circumstances where an employee's performance is falling below the standards required, and this is attributable to training and development needs. It outlines the specific process through which these needs should be managed, supported and overcome.

The process involves the following:
- Agreeing developmental objectives and targets
- Agreeing what training, development or other support should be provided to the employee; by whom and by when
- Agreeing the timescale available to achieve these objectives
- Capturing this information on an 'action plan' – a live, working document used to record agreed actions and progress.

This process is supported by the following documents:
- The Employee Performance Development Policy
- A 'Performance Development Action Plan', (available on the 'Human Resources and Communications site on the Intranet, under 'Forms')

2.   Equalities Statement

This policy is intended to operate within the Council's commitment to equalities and diversity including:

- Equal treatment regardless of race, gender, age, disability, sexual orientation, religion or belief, with reasonable adjustments where necessary in line with the Disability Discrimination Act.

- Working to eliminate **unlawful** discrimination.

- **Promoting equal opportunities**

- Promoting community cohesion**, including good relations between people from different racial groups**.

- Providing reasonable access to interpretation or support on request.

- Responding to the needs of all, and working to engage all sections of the community.

This policy will be assessed as part of a rolling programme of reviews to ensure that it does not have a detrimental or disproportionate effect on any group.

Any concerns that the policy is operating in a way that could be construed as discriminatory should be passed to the responsible Manager and will be dealt with as part of the official Complaints Procedure, in line with the Council's Equality Schemes.

3.   Responsibilities

It is the responsibility of the line manager to:

- Ensure that all employees understand the procedures to be followed.
- Ensure the fair and consistent application of this process.
- Identify the causes of underperformance, as well as reasonable and relevant support to turn this around.
- Commit to, and follow though on any promises of reasonable support and training.
- To hold regular review meetings with the employee.
- Be sensitive to the feelings of employees going through this process; remaining focused on a potentially positive outcome, yet being honest, where appropriate, about any risks of disciplinary action.

It is the responsibility of the individual employee to:

- Attend all meetings as detailed within this policy.
- Work with their line manager to identify the causes of poor performance and the possible solutions.
- Adequately prepare for meetings and appraisals.
- Attend any training, development and other support opportunities offered.

It is the responsibility of the Human Resources Department to:

- Provide specialist advice and training to managers/supervisors to assist them to manage this process.
- Advise line managers and employees on the policy & procedure and how it should be applied.

4.   Overview of Purpose

Where an employee is failing to meet the minimum standards required, both the manager and the employee have a mutual obligation to undertake the necessary steps to improve performance; committing the necessary time and resources to achieving this goal.

If, despite all reasonable training and support being made available to the employee, they are still failing to achieve the standards required it may become necessary to take formal disciplinary action against them, up to and including dismissal. Such an outcome will always be a last resort, considered only where performance can not be improved within a reasonable timescale, only where reasonable support and development has been made available and only where the employee has been warned that failure to improve performance might lead to disciplinary action being taken.

It is therefore vital that in undertaking this process, managers are robust in identifying the root causes of underperformance and commit to meeting the support and training needs identified wherever it is reasonable to do so.

5.   Starting the Process

As soon as ineffective or unsuccessful performance is identified this must be discussed constructively with the employee. The aim is to remedy the problem as soon as possible.

If an issue is believed to be a 'one-off' or of limited significance in terms of the employee's overall performance, an informal chat should be sufficient to identify the support needed and to turn performance around.

Where poor performance is consistently at a level which results in the employee not carrying out their role to the standards required this should be supported via the processes outlined below as soon as is reasonably possible.

Step 1 - The Initial Meeting

The manager should meet with the employee. This meeting should be confidential, supportive and constructive, and should detail the areas of performance which are of concern.

It is not a requirement to give formal, written or advance notice of the meeting to the employee.

The purpose of the meeting is to agree a developmental action plan, supporting the employee to improve their performance within a four week period. (Longer periods can be agreed where training and development needs are more complex, or where there will be a delay in providing the employee with the training and development needed. Where a longer period is required, but this poses a risk to the service area, Human Resources advice should be sought.)

This initial meeting is not a disciplinary, nor will it in itself result in any disciplinary action being taken. The meeting is intended as a non-confrontational manager - employee discussion where the manager is able to outline the reasons for their concerns. A good outcome is that the employee understands their performance is of concern, but is reassured that support is available and that their manager is committed to developing them.

Good practice:
- Managers must have evidence and examples of the performance in question. It helps to achieve improvements when both parties recognise and agree that the behaviour or underperformance has occurred.
- Managers should approach this meeting as an opportunity to understand the causes of underperformance; including whether the employee actually understood what was expected of them. Knowing the cause helps to identify the solution.
- Agree actions that will actually address the root causes and overcome the individual's barriers to good performance. This might include training, or other support and development.
- Training, development and support can only be offered to the employee where it is reasonably practical for the service area or Council to do so. However, every effort should be taken to meet the needs of the employee in turning around poor performance. This commitment should be made clear to the employee.

Step 2 - Agreeing the Action Plan

In order to ensure that the improvements required and the support agreed are clearly and mutually understood, recorded and communicated, a 'Performance Development Action Plan' must be completed. This can be done either during or very soon after the meeting.

Action plans will normally cover a four week period and will target the employee to improve performance by an amount reasonable within that timescale. The action plan will need to be signed by both the employee and the line manager to confirm agreement of its content.

Where the employee's overall development objectives are too numerous to reasonably cover in one action plan, the manager must decide which areas to support first, and focus on these in the first action plan. Remaining areas should still be noted on the action plan as indicated by the action plan template. Once the employee has achieved their first action plan objectives they will be issued with their next action plan and supported to develop the next set of performance objectives.

Good practice:
- Managers should consider the employee's views about what they can realistically improve, by when and by what means. This helps ensure that both parties can agree to the performance targets and objectives set.
- Agreements should be clear, and not open to interpretation.
- Agreements made should be kept. If managers are unable to deliver on the support and training they promise they must advise the employee of the reasons for this, and what they hope to offer instead.

Where the manager has provided evidence to support their concerns and has committed to offering any reasonable support or development needed by the employee, the employee is required to comply with the action plan.

If the employee refuses to sign or act upon the requirements of the action plan Human Resources advice should be sought.

In these circumstances the following will normally occur. The line manager will write to the employee, confirming that their current performance levels are unacceptable and that failure to improve performance within a specified timescale could result in disciplinary action being taken against them, up to and including dismissal. This letter should restate the manager's commitment to offering reasonable support and training. It will also advise the employee that the requirements outlined in the action plan remain as requirements, even though the employee has refused to agree the plan. Therefore, the employee will still be subject to future disciplinary action should they fail to achieve the standards required.

Step 3 – Review Performance Against Target

Timescales to achieve ALL performance objectives overall should balance the development needs of the employee against any risks to the service area. This may entail setting several action plans for the employee over a number of weeks or months.

Review meetings should be held every four weeks. Both the employee and manager should bring along any evidence they have regarding recent performance. Both parties should exchange their views on how successful any training or support offered during the period has been, and it is important that the employee is given clear information about how their progress is being viewed by their manager.

Once an employee has achieved all of their objectives and has improved performance to a satisfactory level they will no longer be supported via this process, and will be slotted back into the standard corporate appraisal process. Managers should write to the employee to formally acknowledge this.

Good practice:
- At every stage the employee's manager should be open with them about where they sit in this process and any risks to their continued employment with the Council.
- Every effort should be taken to provide the support and development needed. Where training and support is needed but cannot be delivered by the department, the line manager should contact their Human Resources Officer. Human Resources will need a copy of the action plan to help them understand if and how the additional support might be delivered.

For many employees this will be the final step in the process.

Step 4 – Employee Not Achieving Action Plan Objectives

First action plan
Where an employee does not achieve objectives set in their first action plan they will normally have the action plan re-issued, with new deadlines set, and any other amendments made as required. Copies of earlier action plans must be retained for reference.

Second action plan
If performance is not yet at the required standard, but it is believed that performance objectives are still achievable within a reasonable timescale, the manager should update and reissue the employee's action plan with the new targets, support and deadlines agreed. Copies of earlier action plans must be retained for reference.

Where an employee does not achieve the requirements of two consecutive action plans, (which will usually cover a two month period) the employee will be subject to potential disciplinary action. HR guidance should be sought before any disciplinary process is started.

Step 5 – Disciplinary Action

Repeated failure to achieve action plan objectives will normally result in disciplinary action being taken against the employee, up to and including dismissal.

Formal written warnings will not normally be issued within the first two months of supporting the employee to improve performance, unless either gross or willful negligence or misconduct is identified. Formal warnings cannot be issued without

following the required disciplinary processes, and Human Resources guidance must be sought.

Disciplinary action will normally involve four stages:
1. Stage one - issuing the employee with a first written warning, supported by a further four week action plan.
2. Stage 2 – issuing the employee with a final written warning, supported by another, final, four week action plan.
3. Stage 3 - where an employee has received their final written warning and performance is still not at the standard required, the employee will be liable to be dismissed for reasons related to their capability to carry out their role.
4. Stage 4 – employee right of appeal

Dismissal will only be invoked where the Council is satisfied that all reasonable training and support has been offered, and it is reasonable to believe that the employee's performance will not reach the standard required within an acceptable timescale.   The employee will have the right of appeal against any decision taken to dismiss.

Disciplinary process

The line manager's manager will normally be the disciplinary meeting manager. This individual should contact their Human Resources Officer to advise that they need to begin this process. Human Resources will then provide support and guidance regarding arranging and conducting the meeting.

The disciplinary meeting manager will write to the employee to invite them to attend the meeting. The employee will have the same rights to representation and appeal as any other disciplinary process.

The following documents must be included with this letter:
• All previous action plans
• Any evidence presented by the line manager at previous review meetings
• Any evidence detailing the impact of the employee's performance on the service area, colleagues, customers etc
• Any other information which will be considered as part of the disciplinary process.

At the meeting the disciplinary manager must assess whether targets set have been reasonable, and whether adequate support and training has been made available to support the employee. They will also consider any mitigating factors presented by the employee at the hearing before making their final decision regarding disciplinary action.

Disciplinary options available to the manager will range from no formal disciplinary action being taken, through first and final written warnings, up to dismissal. Where dismissal is a potential outcome, the disciplinary meeting must be held with a Director.

6.   Grievance Process

Where the employee has reason to believe that the action plan or disciplinary process is being initiated unfairly or maliciously they should invoke the Council's formal grievance process.

7.   Wilful Negligence

Performance development is designed to support any issues in performance arising from genuine training, development and support needs. It is not therefore suitable for managing any situation where shortfalls in performance result from the wilful negligence or intent on the part of an employee.

Such issues should be dealt with under the Council's Disciplinary policy, and HR guidance should always be sought in the very first instance.

FOR FURTHER INFORMATION ON THIS POLICY, PLEASE CONTACT YOUR HUMAN RESOURCES OFFICER.

NOTE: *RBC reserves the right to vary the content of this document with consultation where appropriate.*

Appendix 8

PORTFOLIO HOLDERS MEETING ON   20

PORTFOLIO: **PORTFOLIO HOLDER:**

SERVICE: **DIRECTOR/HoS:**

Financial Performance - Revenue

Budget Head	Annual Budget	Profiled Budget	Actual Year to Date	Variance	Estimated Year End Position
Total					

Reasons for variance	
Proposed action to address variance	

44

Financial Performance - Capital

Budget Head	Annual Budget	Profiled Budget	Actual Year to Date	Variance	Estimated Year End Position
Total					

Reasons for variance	
Proposed action to address variance	

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Key Deliverable

Monthly Progress Update				
Owner : **Head of Strategy & Partnerships** **Date:**			Red	
			Amber	
			Green	

Ref.	Action	Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comment / Corrective Action
37.1.	**Insert here key deliverable**														
37.1.1	Include specific actions														
37.1.2	Include specific actions														

Performance Indicator Ref:	Summary Definition	Service Area / Manager	2009/10 Target	2008/09 Outturn	Current Performance	2009/10 Forecast Latest	Reporting Frequency

Comments/ Remedial Action to be taken

Performance Indicator Ref:	Summary Definition	Service Area / Manager	2009/10 Target	2008/09 Outturn	Current Performance	2009/10 Forecast Latest	Reporting Frequency

Comments/ Remedial Action to be taken

Risk Update

Other
- Areas of concern   - Celebration of success   - Key

Portfolio Holder Comments / Agreed Action

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Appendix 9

The Performance Year

Key C – CMT E – Executive Committee P – PMG O – Overview & Scrutiny Committee Pol – Policy Team L – Line Managers Action	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Action by
Review of current year's targets (in light of outturn information)	�+												P
Monthly monitoring of progress against corporate improvement plan (including key projects)	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪		C
Monthly monitoring of progress against key priority performance indicators both national and corporate	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪		C
Individual Performance Appraisals	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪	▪		L
Service Plans (report on previous year)		▪											E/O
Performance Indicators outturn for previous year		▪											C
Publication of Outturn Data		▪											Pol
Reporting on Corporate Plan / Risk Management			Oct-Mar				Apr-Sep						E
Asset Management Plan (report on PI's)			▪				▪						E
Asset Management Plan and Update			▪				▪						E/O
Quarterly monitoring of progress against corporate improvement plan (including key projects)			Apr-Jun			Jul-Sep			Oct-Dec			Jan-Mar	E
Quarterly monitoring of progress against key priority performance indicators both national and corporate PI's – exception reporting			Q1			Q2			Q3			Q4	E/O
Service planning starts (including CPA, KLOE's, Risk Management)				▪									C
Review of all corporate PI's ahead of new reporting year										▪			Pol
Corporate Plan approved											▪		E
Corporate Improvement Plan approved											▪		E