Bromsgrove District Council

Performance Management Strategy

CONTENTS

1 CONTEXT

1.1 Introduction

Welcome to our Performance Management Strategy. This document sets out our vision for managing performance across the Council and outlines the key steps to achieving our goals.

The Performance Management Strategy supports the Council Plan and Improvement Programme. Links to other projects have been highlighted where appropriate. The Performance Management Board is responsible for monitoring its delivery through the action plans contained in Appendix 2.

1.2 Why performance management is important to us

Performance management is defined as *'taking action in response to actual performances to make outcomes for users and the public better than they would otherwise be'* (IDeA, 2004). Performance management is one element of the Council's overall arrangements, which help us to plan, monitor and manage delivery of our services.

Getting performance right is important to us for a number of reasons.

Improving services

Bromsgrove District Council is committed to improving services for local people. Every year we review our plans and priorities to make sure we are focused on achieving the right goals, in line with local needs and expectations. Performance management helps us track our progress in delivering these priorities, enabling us to shift resources or change the way we deliver services to achieve agreed outcomes. Managing our performance is key to ensuring we deliver our priorities and ultimately demonstrate excellent improvement in services.

Motivating our people

Performance management is not simply about setting targets to get things done. Effective performance management allows staff to understand what is expected from them and how they fit into the overall framework for managing service delivery.

Meeting Government expectations

Over recent years the public sector has seen a wide range of new Government initiatives, which demands a more sophisticated approach to performance – one that looks to measure outcomes rather than inputs and outputs. The Local Government and Public Involvement in Heath Act 2007 provides a statutory basis for local partnership working. It puts a duty to co-operate on key public bodies and also requires local authorities to prepare a Local Area Agreement to specify local improvement targets. The Audit Commission will commence Comprehensive Area Assessment (CAA) in 2009. Performance management will form a key part of the Organisational Assessment under CAA .

Delivering shared outcomes with Partners

Managing performance in partnerships has become more important too. At Government and at local level, partnerships are seen as a way of achieving better and more joined-up services. The Local Strategic Partnership brings together public sector agencies, businesses, the voluntary sector and wider community interest groups to deliver community goals. The complex demands of delivering services through partnership means that a wider approach to performance is essential to reflect horizontal as well as vertical accountabilities.

Delivering Value for Money

Making clear links between resources and outcomes helps to put our performance into context so that we can ensure that the Council is delivering value for money. It also helps us to achieve savings in line with the Governments' efficiency agenda. "Efficiency" is defined as achieving the same outputs for less resource or additional outputs for the same resource.

1.3 Purpose of this strategy

Effective performance management requires not only good management processes and systems, but also an organisational culture that supports these systems and integrates them into the day-to-day work of front-line staff and managers to encourage and enable them to deliver real service improvements and outcomes.

We recognise that more needs to be done to move the Council towards a real performance culture, particularly integrating individual performance more effectively and moving from measuring outputs to outcomes.

Figure 1

This document sets out the future vision for performance management at the Council and describes the framework and approach we have put in place to support us in achieving our vision.

A glossary of key terms can be found in **Appendix 1**.

1.4 Our performance framework

Our performance framework reflects the 'plan-do-review-revise' elements of the performance cycle and provides the mechanism for linking objectives, priorities and resources throughout the framework – the so-called 'golden thread'.

Over the last three years the Council has moved from having no framework to where we are now, aspiring to Excellence and we need to be able to ensure we can respond to the forward challenges in managing our performance. The Lead Official has commented that the corporate resource available to support performance management is the minimum level required and employs less full time equivalent staff than in other local District Councils. The Corporate Communications Policy & Performance team has increased by only 1 fte in the last three years and has an annual budget of £426,000 (see Appendix 6 for a structure chart).

Figure 2
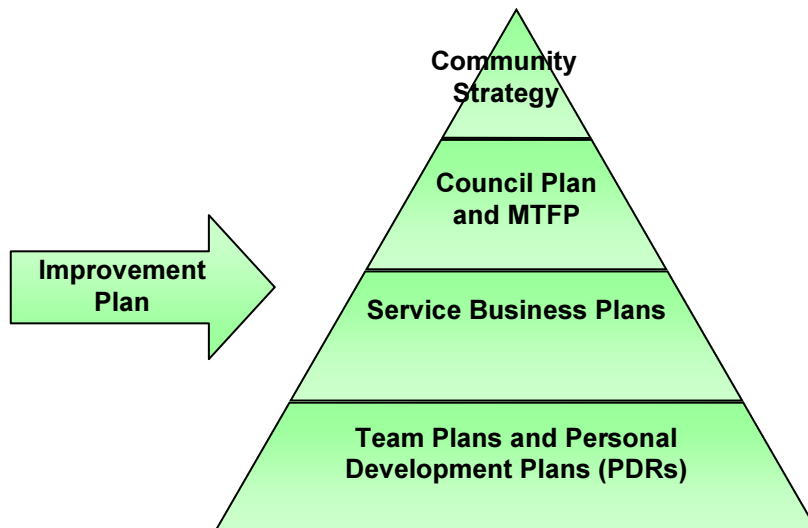
Our **Community Strategy** sets the long-term vision and community goals for all partners in Bromsgrove.

The **Council Plan** describes how we will support the Community Strategy and focus resources on key priorities and actions for improvement.

Business Plans are the cornerstone of the performance framework and demonstrate how each section of the Council will deliver improvements in line with priorities.

Team and individual plans allow employees to develop an understanding of how they should be contributing towards our goals and priorities.

An essential part of an effective performance management framework is to have accurate, transparent and timely planning, reviewing and reporting process at all levels. A flowchart outlining the Council's performance management framework processes is shown in **Appendix 3**. Monitoring arrangements are shown in **Appendix 4.**

1.5 National, regional & local context

We are writing this strategy now as the Council is at a crossroads in terms of its performance improvement. Similarly, local government in general is at a crossroads in terms of performance management.

At a local level, the Council has been very successful at building a corporate performance framework over the last three years, which should help the Council achieve a Comprehensive Performance Assessment (CPA) rating of 'Good' or 'Fair', just before CPA is replaced in 2009 by Corporate Area Assessment (CAA). Achieving this improved CPA rating will provide two new challenges:

1) Making the more subtle changes required to shift the Council to Excellence; and

2) Responding to the significant changes at a national and regional level that are now taking place

At a local level the Council has five main challenges:

1) The need for a programme management framework which ensures projects are managed in a similar way that performance is.

2) Delivery of Value for Money (VFM). The Council has progressively shifted from putting its finances in order, to putting its performance in order. This has meant that the Council has needed greater resources than an already stable council. The Council is now "normalising" and needs to switch its focus to continuing to improve performance whilst driving out efficiencies.

3) Delivery of improved service in some of the more complex areas of the Council, that require more than just management attention to solve them, i.e. they require different methods, new systems, ICT, investment etc. Examples include the customer experience, the Spatial project and the vehicle fleet at the depot.

4) Delivering long term outcomes for our residents, for example, a better retail and leisure experience in the town centre, more affordable housing, improved health, reduced carbon emissions etc

5) Achieving improved customer satisfaction and perception levels as measured through the Customer Panel and Place Survey.

These five challenges are mirrored by changes at national level:

1) Efficiency and Improvements

In the Comprehensive spending review in 2007 (CSR07), local authorities are again required to make efficiency gains over the next three years, the new target is for an annual 3% cashable gain. In achieving this we are supported by the West Midlands Regional Improvement and Efficiency Partnership (WMRIEP), who have funded a post of Improvement Manager for 18 months from April 2008 to September 2009.

The role of the West Midlands Regional Improvement and Efficiency Partnership (RIEP) is to support local government to work together to improve services to the community and to deliver these more efficiently, it brings together three key improvement elements to business process improvement:

Programme and Project Management
Leadership and Change Management
Business Process Improvement and lean systems thinking

2) The move to Corporate Area Assessment (CAA)

CAA replaces Comprehensive Performance Assessment (CPA) in 2009. Whereas CPA focussed on the performance of local authorities the CAA is concerned with an area assessment and thus measures how effectively partnerships are operating in the area.

CAA looks at how well local services are working together to improve the quality of life for local people.

- It is about people and places.
- It will give people a snapshot of life in their local area each year.
- It will help local services improve quality of life in their area.
- It will help people understand if they are getting value for money from their local services.

For the first time, local public services will be held collectively to account for their impact on better outcomes. This means that CAA will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities. For each area, the public will be able to log onto the web and look at their area. Outcomes like affordable housing, educational attainment etc. will have either a red flag or green flag.

CAA will still have an organisational focus through the annual "Organisational Assessment", which will combine the new Use of Resources assessment and a separate Performance Assessment. The results will be published annually.

3) National Indicators (NI's)

The Local Government White Paper Strong and Prosperous Communities published in October last year, committed to introducing a set of streamlined indicators that would reflect national priority outcomes for local authorities working alone or in partnership. A single set of 198 national indicators was announced as part of the Comprehensive Spending Review 2007. The national indicators, which were implemented from April 2008 are now the only measures on which central Government will performance manage outcomes delivered by local government working alone or in partnership.

The external auditors make an annual assessment of our arrangements for data management and quality of performance data, guided by a set of Key Lines of Enquiry for Data Quality. In order to ensure we meet these requirements the council has a data Quality Strategy underpinned by an Action Plan.

4) Local Government & Public involvement in Heath Act 2007

The Government is concerned that the current levels of consultation and civic participation are not bringing about a sufficient understanding of the difficulties politicians face in balancing the competing needs of communities and this is driving an increasing dissatisfaction with public services at a time when they are actually improving. The Act will come into force on 01 April 2009, the key consequences being:-

- Consultation will need to provide "genuine opportunities" for people to be involved, so councils will want to draw on widespread evidence of what constitutes good practice in consultation. .
- An expectation that we undertake "participatory budgeting" and "citizen juries".

The Council needs to be able to respond to these challenges. It will do this at two levels:-

1) Embedding existing good practice in this Strategy

2) Through an action plan to deliver the strategy (see Appendix 2).

2 WHAT WE ARE AIMING TO ACHIEVE

2.1 Key Principles

This strategy will support the delivery of the Council's vision through five key principles of performance management

Outcome driven - Any process consists of four elements – inputs, processes, outputs and outcomes. It is essential to measure all four, however it is the outcome that is all important for end-users. Too often performance management focuses on inputs and outputs rather than outcomes. Our framework is based on a balanced set of measures at all levels – whether it be our Council Plan, Business Plans or Team/Individual plans.

Evidence based - For performance management to be effective, decision makers must have confidence in the information they use to make decisions. This means information produced is based on good data quality. All our processes and procedures around performance are designed to support good data quality, in line with the Data Quality Strategy.

Transparent – Performance information must be objective and readily accessible to users. The monthly performance reports and supporting spreadsheets play a key role making data accessible and enabling challenge through 'traffic lighted' assessment of trends and performance against target.

Focused - Performance management should be based on sound prioritisation in line with the Councils' priorities which, in turn, should be basede on a robust understanding of the local context. We have worked to develop the processes to identify a more focused set of priorities meaning that we can both maintain focus, through a smaller number of key actions and targets and enjoy a sustainable performance management framework. Performance measures are continually subject to review to ensure relevancy – to reduce monitoring for monitoring sake.

Owned - Everyone must accept a role in managing performance and take action to ensure improvement.

3 HOW WE WILL ACHIEVE OUR VISION

3.1 Delivering our Strategy

There are many different components that contribute towards effective performance management in any organisation. This section sets out the five areas we have chosen to focus upon over the next three years.

3.1.1 A performance culture inspired by strong leadership

A performance management culture is one in which seeking out and adopting good practice is integral to the way in which the organisation is structured and managed. It is a culture in which every person in the organisation understands the organisational vision and priorities, and their own roles in helping achieve those priorities. It enables everyone to be empowered, encouraged and motivated to use performance information to act in achieving agreed targets within recognised limits of their authority.

Whilst it is everyone's job to manage performance, a performance culture must be driven by Council leaders. In Bromsgrove, the primary leadership role lies with Cabinet and Corporate Management Team.

Strong leaders and managers are clear about what kind of performance they expect and communicate the importance of everyone's contribution towards meeting corporate and community ambitions. We need to focus on the areas of innovation and good practice that exist in the Council and Partnership and use these examples to promote the benefits of performance management, thereby supporting a culture of creativity and achievement.

Key outcomes

- Across the Council managers set clear expectations about performance which are regularly reviewed in DMTs, one to one meetings and performance reviews e.g. through business planning.

- There is a consistent appraisal process with performance measures and clear links to other parts of the performance framework.
- The Council has an open and innovative culture where good performance is celebrated and notable practice is shared across the Council.

Areas for Improvement

- Excellence Statements (July 2009)

- Clear benefit statements and proposed levels of performance for new joint services (Joint CEO project), developed through the project management methodology business cases.

- Develop "Plan B" – how to proceed if the joint Chief Executive pilot does not go forward

- **3.1.2 Clear accountabilities**

Effective performance management requires defined roles and responsibilities and clear ownership of outcome measures. A summary of roles and responsibilities is shown below:

Members	Senior Managers	Internal staff/groups
Cabinet • Deliver the Council's Priorities • Reviews performance quarterly and challenges underperformance • Ensure value for money is delivered **Portfolio holder for performance Management** • Overall responsibility for Performance Management and Data Quality **Council** • Provide a clear vision and set priorities in Council Plan • Approve budgets to align resources to priorities • Challenge services • Recognise achievement **Performance Management Board** • Monitor delivery of Performance Management Strategy • Monitor delivery of the data Quality Strategy. • Monitor performance against targets **Audit Board** • Independently contribute to the Council's process for ensuring an effective internal control environment is maintained **Portfolio Holders** • Provide direction to Heads of Service • Approve Business Plans • Receive Departmental Monthly report, provide support & challenge **Scrutiny** • Policy Development • Review decisions	**Corporate Management team** • Take Strategic responsibility for delivering the Council's priorities • Review performance regularly • Agree actions to address underperformance or data quality issues • Ensure performance is kept high on agenda within departments • Approve objectives and targets in business plans **Heads of Service** • Identify opportunities for improvement • Manage departmental performance and deliver improvements as set out in Business Plans and Improvement plans. • Take responsibility for underperformance, drawing up action plans where necessary **Managers** • Develop and manage team action plans • Hold regular, performance focussed team meetings • Undertake PDR's and manage staff development & improvement actions	**All staff** • Have an understanding of how what they do contributes to overall priorities of the Council • Understand and deliver on personal targets and help to implement action plans for improvement • Actively contribute towards performance by suggesting ideas for improvement and sharing good practice **Corporate Communications Policy & Performance Team** • Provide expert support and lead on advice/good practice in all aspects of performance management • **Performance Management Champions** • Be the departmental champion for Performance, Performance Management, Data Quality and Business Planning • Ensure that all PI's have an owner and Deputy and an up to date PI procedure note **PI owners** • Accurate calculation of performance in accordance with PI defintion **Internal Audit** • Assess overall arrangements for producing performance info • Audit high risk indicators

Key outcomes

- Everyone in the Council has a clear understanding of the performance framework and believes achieving excellent performance is important.

- Members play a key role in monitoring and managing performance.

- All employees have a demonstrable appreciation as to how their work contributes towards Council Plan priorities.

- A clear link between the Community Engagement Strategy and Performance Management Framework.

- Outcomes and perception measures reflected in the Community Strategy, Council Plan and service business plans.

- All those involved understand the shift from processes and outputs to outcomes and perceptions

Areas for Improvement

- Member understanding on new arrangements from Audit Commission, e.g. CAA, NI's etc

- Development of Community Engagement Strategy linked to Local Government and Public Involvement in Health Act 2007 and Communities in Control white paper 2008..

3.1.3. Regular and robust performance information

The Council's performance information is used by a wide range of groups, individuals and stakeholders.

We will continue review the relevance and range of Local PIs and. Data quality remains a high priority and we have a separate data quality action plan to underpin improvements for managing data.

Key outcomes

- Plans are supported by a balanced suite of local performance measures which cover all aspects of our priorities including value for money and outcomes and perceptions.

- Integrated and timely performance reporting, with high quality commentary to put performance into context.

- Data quality is taken seriously with good arrangements in place at all levels.

- Local people feel informed about the Council's performance and progress in achieving its priorities.

Areas for Improvement

- Data quality level 4 achieved by 2011

- Overhaul website to include 'user friendly' performance information

- Evaluate the use of "Ten" or similar system for performance management, linked to County Local Area Agreement system

- As part of the 'team clinics' planned for 2009/10, review local information on outcomes and perceptions.

- Implementation of procedures to deal with National Indicators, including the Place Survey

- Alignment with other Worcestershire Districts and County in the approach to NI calculations and NI reporting

- Develop a clear means of displaying Value for Money and efficiency achievements

- Evaluate Wychavon District Council Mosaic Pilot

3.1.4. Active management of performance

Proactive and honest assessment of performance at all levels is a critical part of any performance culture. This can take the form of rigorous target setting or effective action planning to focus on areas of underperformance, ensuring prompt corrective action to bring performance back in line with planned profiles. Management of value for money is also one element we would like to focus on going forward.

Our best resource is our employees, and their development is vital for the future of the Council. It is well accepted that there are many benefits in agreeing objectives with employees, giving them feedback on their achievements and addressing their development needs in a structured way. It is also widely accepted that for an organisation's policies and objectives to be effectively and consistently implemented, there needs to be a system of cascading these through the organisation. The PDR scheme allows us to align the development of our employees to Council, department or service priorities and objectives, while integrating accountability through the objectives agreed by individuals as part of the process.

Key outcomes

- There are clear linkages between resources and outcomes – and the Council has strong evidence it continues to provide value for money in all areas.

- Improved challenge of performance through the continuation of 'performance clinics' to focus on underperforming PIs.

- Target setting is based on accurate profiling/forecasting of data and drives service improvement.

- We proactively manage poor performers and recognise and reward good performers

- Bring the Council's project & programme management standards up to the same level as those for project management

Areas for Improvement

- Programme Board and framework in place.

- Lean systems pilot (2008-09).

- Review Capability procedure.

- Programme Board implementation (subject to external audit review, quarter 3 2009).

- Incentivisation (in the longer term).

3.1.5. Support and learning

Learning underpins the development of a performance-oriented culture. Learning is about gathering and understanding information about what has and has not worked and using this information to change what is done. There are current mechanisms in place to share learning such as Performance Champions Group. However time needs to be set aside more frequently to promote evaluation of lessons learnt and good practice.

Training and development is vital to developing skills and knowledge at all levels. Performance management is already acknowledged as a key competence of managers and looking ahead, more structured development will be undertaken specifically to improve understanding of the performance framework and roles within this.

Key outcomes

- A knowledge base of tools and guidance to support active management of performance.

- Shared learning within and between departments of the Council, wider partners and other local authorities.

- More structured learning around performance management

Areas for Improvement

- Performance management training/awareness for Members and managers

- Closer collaboration on performance management and improvement with partners and other local authorities

- Continued use of Performance Clinics to raise performance and share learning

- Enhanced role for departmental Performance Champions and Performance Champions Group

- Lean systems training

- Customer team clinics

- Project management

3.2 Key steps to delivering our strategy

We plan to deliver the strategy through the implementation action plan, which is set out in Appendix 2. Progress against the action plan will be monitored by Performance Management Board on a six monthly basis.

Bibliography

Information sources used in the preparation of this strategy include:-

National Indicator Definitions.

Audit Commission documents on Comprehensive Area Assessment and Use of Resources.

Statutory guidance on Strong & Prosperous Communities (CLG).

Local Government & Public involvement in Heath Act 2007.

Derby City Council – Performance Management Strategy.

Rotherham MBC – Performance framework.

Solihull MBC – Corporate Performance Management Framework.

Varney Report.

CAA	Comprehensive Area Assessment
CPA	Comprehensive Performance Assessment
CSC	Customer Service centre
DoT	Direction of Travel statement
ICT	Information and Communications Technology
IDeA	Improvement and Development Agency
KLOE	Key Lines of Enquiry
LAA	Local Area Agreement
LSP	Local Strategic Partnership
MTFP	Medium Term Financial Plan
NI	National Indicator
PDR	Personal Development review
PI	Performance Indicator
UoR	Use of Resources
VFM	Value for Money
WMRIEP	West Midland Regional Improvement and Efficiency Partnership

No	Action	How	Who	When	Priority
1	Performance Culture Inspired by Strong Leadership				
1.1	Excellence statements	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.2	Benefits statements /clear statement of service expectations	Joint Chief Executive Service Business Cases.	HoS	End July 2009	H
1.3	Develop "Plan B"	Benchmarking with Warwick DC, Wychavon DC etc.	Hugh Bennett	31 March 2009	M
2	Clear Accountabilities				
2.1	Improved Member understanding	PMB training All Member briefing on CAA.	Hugh Bennett	Jan 09 Mar 09	M
2.2	Development of community engagement strategy linked to Local Government and Public Involvement in Health Act 2007	Write strategy and review action plan each month.	Jenny McNicol	Nov 08	M
3	Regular and robust performance information				
3.1	Data quality level 4 achieved by 2011	Data Quality Strategy Action Plan	John Outhwaite	March 2012	H
3.2	Improved performance information on council website	Develop user friendly web pages and procedures to maintain them	John Outhwaite	July 2009	M
3.3	Evaluate "Ten" or similar system for performance management, linked to County LAA system	Undertake evaluation as per project methodology	John Outhwaite	Need to wait and see what impact CAA has	M
3.4.	Implementation of procedures to deal with National Indicators, including the Place Survey	Procedure notes completed, PI clinics for difficult ones	John Outhwaite/ PI owner & Hugh Bennett	December 2008	H

No	Action	How	Who	When	Priority
3.5	Alignment with other Worcestershire Districts and County in the approach to NI calculations and reporting	Through county HOPI and POG meetings	Hugh Bennett John Outhwaite	December 2008 & ongoing	H
3.6	Improved Value for Money information	CCPP Team and Financial Services to construct VFM "dashboard"	John Outhwaite Jayne Pickering	Mar 09	M
3.7	Mystery shopping	External contractor	Deb Poole Hugh Bennett	July 2009	M
3.8	Evaluation of MOSAIC	Evaluate Wychavon purchase	Hugh Bennett	September 2009	M
3.9	Customer team clinics	Joint work with HR&OD bringing together customer information for clinic with each team in training setting.	Jo Pitman Hugh Bennett Deb Poole	September 2009	H
4	Active management of performance				
4.1	Lean systems pilot	Indentify and undertake two pilot studies and implement	Improvement Manager to facilitate	July 2009	M
4.2	Capability Procedure review	HR to conduct and update	HROD (Dee Severn)	November 2008	M
4.3	Incentivisation (20011/2012)	Discuss with HR&OD nearer the time	HROD	2011/2012	M
4.4	Programme Board (external audit)	External Audit review	Audit Commission	March 2009	M
5	Support and training				
5.1	Performance management awareness and training for managers	Customer team clinics Project Management Training Lean System Training	Sharon Sharpe Brian Nicholls Brian Nicholls	Sep 09 Mar 09 Jul 09	H

No	Action	How	Who	When	Priority
5.2	Closer collaboration on performance management and improvement with partners and other local authorities	Heads of Policy and Improvement Group	Hugh Bennett	On-going	M
5.3	Performance clinics to raise performance and share learning	Clinics with relevant officers and ACE.	Hugh Bennett John Outhwaite	As and When	M
5.4	Enhanced role for departmental Performance Champions and Performance Champions Group	Report to CMT on proposed changes.	John Outhwaite	Dec 08	M
5.5	Lean systems awareness training	CMT only at this stage	Brian Nicolls & RIEP	June 2009	M
5.6	Customer Team Clinics	Day out with each team with CCPP , facilitated by trainer	Hugh Bennett Helen Parkinson	July 2009	M
5.7	Project Management training	Simon Haslem	Hugh Bennett Helen Parkinson	March 2009	H

Report	January	February	March	April	May	June	July	August	September	October	November	December
Annual review of Members roles		note: dependent on statutory guidance from Government.										
Annual external Audit report			✓									
Annual CAA organisational assessment			✓									
CAA Area assessment											✓	
Annual Governance Statement						✓						
Bright Ideas monthly award	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Improvement Plan Agreed							✓					
Business Planning Guidance Issued						✓						
Customer Panel Satisfaction Surveys									✓			
Budget Jury						✓	✓			✓	✓	
Consult staff on priorities at staff forums.						✓						
Manager's Forum to build on this.						✓	✓					
C&YP Particaptory Budgeting	✓											
E&D Budget Community Bids									✓	✓		
CWP & Action Plans									✓			
Internet Budget Consultation											✓	
Financial prospects for the next three years									✓			
Outline Budget remit set									✓			
Council Plan part 1									✓			
DMT awaydays to develop business plans									✓			
Detailed review of Business Plans											✓	
Management Conferences									✓			
Budget options considered												
- by CMT (Cap +Rev)									✓			
- by Group										✓		
- by Cabinet											✓	
Budget Approved by Full Council	✓											
Band D calculation	✓											
Capital programme finalised	✓											
Council Tax set		✓										
Report	January	February	March	April	May	June	July	August	September	October	November	December
Service Business Plans finalised			✓									
Council Plan published			✓									
Community Strategy update											✓	
Communication Planner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

21

Report	January	February	March	April	May	June	July	August	September	October	November	December
Service Plans finalised			✓									
Council Plan issued			✓									
Community Plan update											✓	
Communication Planner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Annual Report to Full Council						✓						
Published Annual Report									✓			
Determine Member training Plan						✓						
Determine officer training Plan				✓								
Exception report Improvement Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Internal Audit Plan reported			✓									
Issue Member bulletin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Issue Together Bromsgrove		✓			✓			✓			✓	
LSP Board Meeting (with PIs)	✓			✓		✓			✓		✓	
PDR's completed				✓								
PI report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quarterly Performance reports:												
Quarterly Fin/ perf report		✓			✓			✓			✓	
Quarterly review of Risk registers		✓			✓			✓			✓	
Review CSC performance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Quarterly meeting Leader & PMB chair re Scrutiny and Audit	✓			✓			✓			✓		
Report on accounts closure						✓						
Review Council forward plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Staff survey results									✓			
Team of the Month	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Treasury policy statement			✓									
VFM:												
Annual VFM Plan approved	✓											
VFM Review Future Programme												✓
VFM quarterly review		✓			✓			✓			✓	

Performance Monitoring Arrangements   **Appendix 4**

Monitoring Arrangements	Integrated Financial and Performance Management
6 Monthly at LSP Board, Cabinet and PMB	Community Plan (10 years)
Quarterly at Cabinet, PMB and CMT	Council Plan / MTFP (3 years)
Monthly at Cabinet, PMB and CMT	Council Improvement Plan / Annual Budget (1 year)
Monthly at DMTs	Service Business Plans / Annual Budget (1 year plan with 3 year strategy)
Monthly at Team Meetings	Team Action Plans / Cost Centre Management (1 year)
Annual with 6 month review	Personal Development Reviews (1 year)

KLOE 1.1 -Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?

KLOE focus - The organisation:

- integrates financial planning with strategic and service planning processes on a medium- to long-term basis;
- engages local communities and other stakeholders in the financial planning process;
- manages spending within available resources and is financially sound over the medium-term; and
- recognises individual and collective responsibilities for financial management and values and develops financial skills

KLOE 1.2 Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?

KLOE focus - The organisation:

- understands its costs, including whole life, transaction and unit costs, the main factors that influence these and how they link to performance;
- takes account of this understanding of its costs and performance in decision making and commissioning; and
- identifies the scope for making efficiencies and is on track to achieve planned efficiencies.

KLOE 1.3 Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?

KLOE focus - The organisation:

- produces relevant, timely and reliable financial monitoring and forecasting information;
- uses financial and related performance information to monitor performance during the year;
- produces financial reports that are clear, relevant and concise to support strategic decision making;
- prepares accounts that meet statutory requirements, financial reporting standards and present fairly, or give a true and fair view of, the financial performance and position; and
- publishes reports that provide an objective, balanced and understandable assessment of the organisation's performance in the year.

KLOE 2.1 Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?

KLOE focus - The organisation:

- has a clear vision of intended outcomes for local people which shapes its commissioning and procurement, and is based on an ongoing analysis and understanding of needs;
- involves local people, partners, staff and suppliers in commissioning services;
- seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT;
- understands the supply market and seeks to influence and develop that market;
- evaluates different options (internal, external and jointly with partners) for procuring services and supplies; and
- reviews the competitiveness of services and achieves value for money, while meeting wider social, economic and environmental objectives.

KLOE 2.2 Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

KLOE focus - The organisation:

- produces relevant and reliable data and works with partners to ensure the quality of partnership data;
- understands the needs of its decision makers and provides them with information that is fit-for-purpose and is used to support decision making;
- ensures data security and compliance with relevant statutory requirements; and
- monitors performance against its priorities and targets, and addresses underperformance.

KLOE 2.3 Does the organisation promote and demonstrate the principles and values of good governance?

KLOE focus - The organisation:

- has adopted, promotes and demonstrates, the principles of good governance;
- maintains focus on its purpose and vision;
- demonstrates a strong ethical framework and culture; and
- applies the principles and values of good governance to its partnership working.

KLOE 2.4 Does the organisation manage its risks and maintain a sound system of internal control?

KLOE focus - The organisation:

- has effective risk management which covers partnership working;
- has a clear strategy and effective arrangements, including allocation of appropriate resources, to manage the risk of fraud and corruption; and
- has a sound system of internal control including internal audit.

KLOE 3.1 Is the organisation making effective use of natural resources?

KLOE focus - The organisation:

- understands and can quantify its use of natural resources and can identify the main influencing factors;
- manages performance to reduce its impact on the environment; and
- manages the environmental risks it faces, working effectively with partners.

KLOE 3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?

KLOE focus - The organisation:

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes;
- manages its asset base to ensure that assets are fit for purpose and provide value for money; and
- works with partners and community groups to maximise the use of assets for the benefit of the local community.

KLOE 3.3 Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

KLOE focus - The organisation:

- has a productive and skilled workforce;
- knows in the medium to longer term what staff it will need, with what skills, and has plans to achieve this;
- engages and supports staff in organisational change; and
- has policies which support diversity and good people management.

The Audit Commission included outline key lines of enquiry for performance management in the consultation document on CAA published in summer 2008. These are as follows:
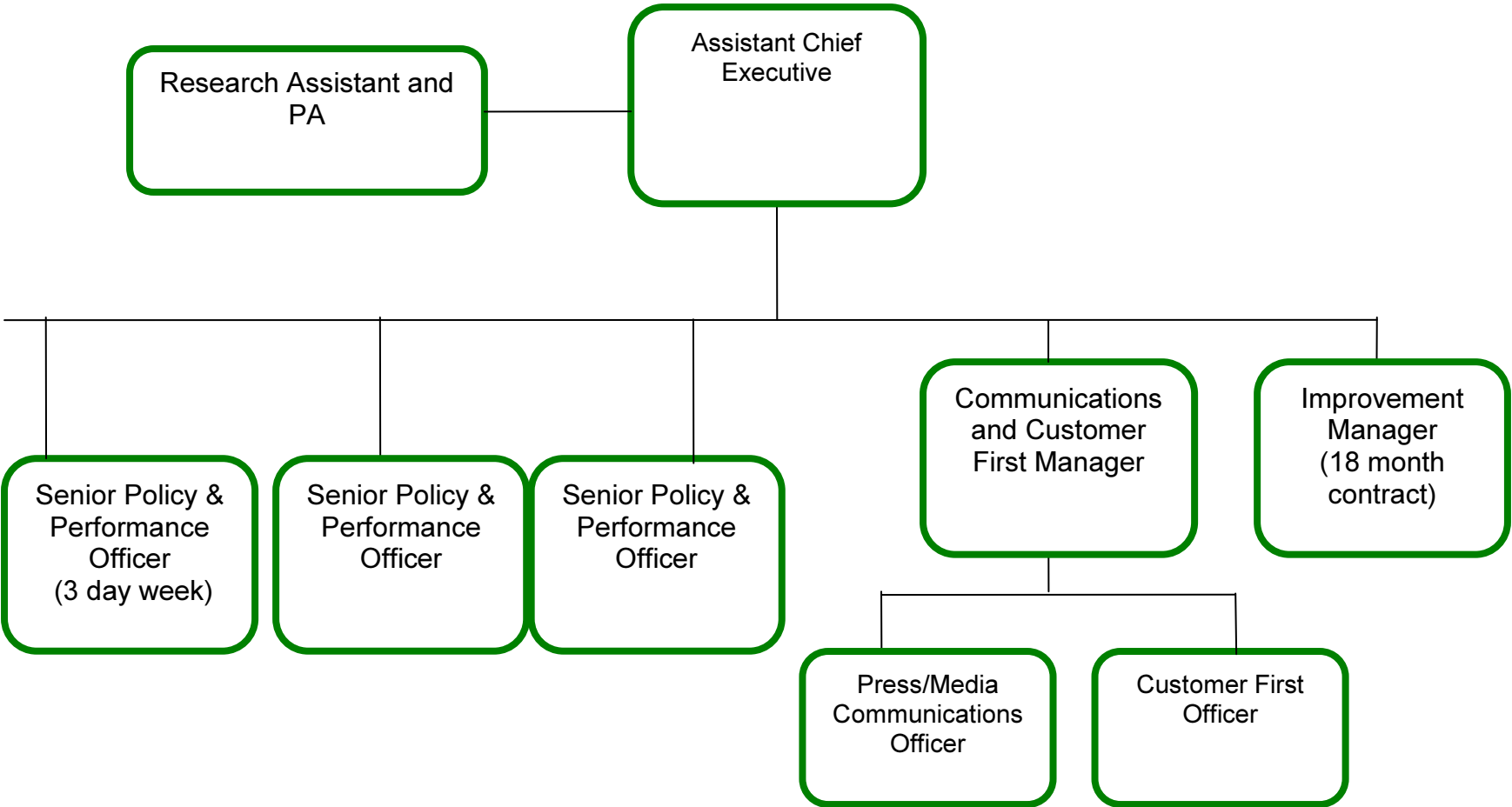
1 How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?

2 Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

3 KLOE focus, the organisation is:
- effective in identifying and delivering priority services and outcomes;
- improving the services and outcomes for which it is responsible;
- contributing to wider community outcomes; and
- tackling inequality and improving outcomes for people in vulnerable circumstances.

Communications Policy & Performance team structure chart

Research Assistant and PA

Assistant Chief Executive

Senior Policy & Performance Officer (3 day week)

Senior Policy & Performance Officer

Senior Policy & Performance Officer

Communications and Customer First Manager

Improvement Manager (18 month contract)

Press/Media Communications Officer

Customer First Officer

8.6 FTE