Cabinet – 28 February 2006

Corporate Integrated Planning and Performance Framework Refresh

Portfolio: Councillor Marco Longhi – Transformation & Performance Management

Service: Corporate Performance Management

Wards: None directly

Key decision: No

Forward plan: No

Summary of report

The report sets out the latest updated Corporate Integrated Planning & Performance Framework (CIPPF) (**appendix 1**) following this year's assessment and refresh. The CIPPF sets out how our various planning and performance processes interlink and demonstrates how services and resources are managed. The CIPPF reflects the importance of understanding the communities served by the council and how information regarding our customers is gathered and informs our activities.

Recommendation

That Cabinet endorse the revised CIPPF and champion its further promotion and use of the framework by Members in fulfilling their various roles.

Resource and legal considerations

Effective performance management is key to efficient service delivery and allocation of resources. The CIPPF brings together financial planning with all other planning processes. The CIPPF supports services in ensuring effective governance.

Citizen impact

The CIPPF enables objective consideration of performance outcomes to support continuous service improvement, which benefits residents, service users and other stakeholders and leads to improved customer satisfaction.

Community safety

None arising as a result of this report.

Environmental impact

Effective performance management in all services, including those delivering environmental services, supports continuous improvement and influences performance outcomes, regulation, audit and inspection findings and satisfaction with the council.

Performance and risk management issues

The CIPPF is the council's overarching performance management framework, which can be built upon to meet the specific requirements of individual directorates. A strong corporate approach to performance management is judged as part of the CPA corporate assessment and we currently score 3 out of 4. Regular review and development of the framework is good practice. The main changes for this edition are:

- The addition of a diagram (diagram 2 page 11 of CIPPF) to illustrate the performance management process, the relationship between the various planning processes and the monitoring and corrective action activities that are key components of service delivery and improvement.
- A streamlined timetable (table 1 pages 12 and 13 of CIPPF) of activity which is now easier to read and has removed duplication.
- Revisions to the CIPPF diagram (diagram 3 page 14 of CIPPF) to illustrate external influenced on the framework and service delivery, e.g. customer feedback, borough demographics, environment etc.

Risk management underpins effective performance management. The management of risk and opportunity is an integral part of every planning process within the CIPPF.

Equality implications

Fair and equal access to all services is supported by effective performance management and planning processes. The CIPPF supports services by providing a performance framework that embraces and fully supports delivering of equality.

Consultation

The CIPPF was launched in 2002 and is annually reviewed and improved taking into account feedback from colleagues across the authority and external contacts.

Vision 2008

Strong performance management arrangements support the achievement of annual pledges and the 10 vision priorities by providing a framework against which to plan and track achievements. The CIPPF also provides strong foundations for the delivery of future aspirations as vision 2021 continues to be developed.

Background papers

CIPPF document at **Appendix 1**.

Author

Helen Dudson - Corporate Performance and Scrutiny Manager
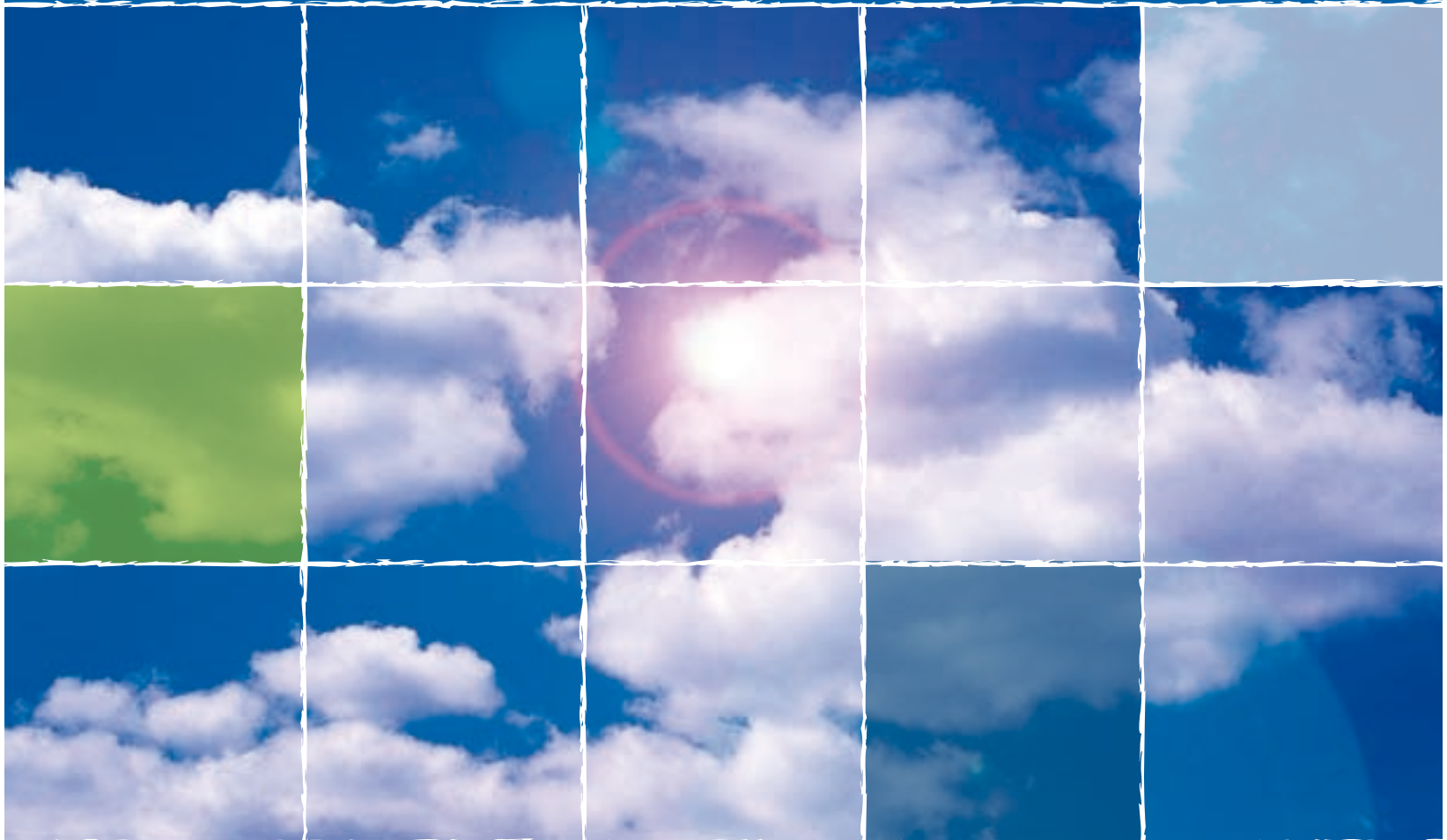☎ 653618   ✉ Dudsonh@walsall.gov.uk

Carole Evans – Executive Director

19 February 2007

Cllr Marco Longhi – Portfolio Holder

19 February 2007

The Corporate Integrated Planning and Performance Framework (CIPPF)

January 2007

Walsall Council

Contents

1. Introduction

This is the 5th edition of the Council's Corporate Integrated Planning and Performance Framework (CIPPF). The main objectives of the CIPPF are to set out how the council structures and manages its performance now and in the future and to ensure this approach facilitates delivery of the council's vision, aims and objectives.

The CIPPF and its component parts are integral to the council's business operations and inextricably linked to other strategic and service activities. Robust and comprehensive performance management is recognised as essential to delivering continuous improvement and service and corporate excellence. This process helps to raise and maintain, at a high level, the performance levels of individuals, services and the authority as a whole to ensure delivery of high quality, cost effective services. Performance management continues to make a significant contribution to delivering the council's improvement, vision and transformation agenda. Service transformation sits at the heart of our 2007/8 Corporate Plan. Performance management arrangements scored 3 out of 4 as part of the 2005 corporate assessment.

The starting point for delivering good services in Walsall is ensuring a clear understanding of our borough, its communities and the challenges that lie ahead. The Walsall Borough Strategic Partnership (WBSP) continues to use the Shared Partnership Information Resource (SPIR) as a key source of data for this and other purposes. In addition, the council continues to use a wide variety of similar data in planning and delivering its services. To develop this further, the council's most senior managers participated in a dedicated session in the autumn of 2006 to formalise detailed work on the use of demographics and customer feedback in the various aspects of service planning within the CIPPF process. Key aspects are contained in the document "People and Place Perspectives; A Picture of Our Community".

The council's service delivery takes place within the overarching community plan which sets out the broad objectives and vision for the community. This plan reflects the contribution that Walsall Council and its partners expect to make to improve the social, economic and environmental well-being of our area; both immediate and longer-term. The Local Area Agreement (LAA) is aligned to the community plan and various other plans. The council's contribution and commitment towards the delivery of the community plan and the LAA is set out in the Vision, Priorities and Pledges document and Corporate Plan. Increasingly council services work in partnership with other organisations to deliver quality services. To do this effectively we need to be sensitive to the priorities and objectives of our partners and align these with ours as much as possible. This framework, particularly in relation to the integrated planning element, supports this requirement and the influence of partners is identified within this document.

The council has also established a set of core values which sets out the expected behavioural characteristics for the organisation which shapes our unique culture. These have been developed further by drafting a set of core corporate customer care competencies as part of our project to Improve Customer Experience.

Ultimate responsibility and accountability for the performance of the council rests with elected members. Political leadership is key to ensuring effective performance management through clear vision, focus on improvement, with personal and collective accountability and all councillors play a vital role.

Managing performance effectively requires a commitment to data quality alongside co-ordinated planning and review systems; Diagram 3 shows how these are embedded within our CIPPF. The diagrams throughout the document are intended to present key elements of the process clearly and simply. This framework will continue to be refined and developed to reflect the evolving organisation, our partners and the environment within which we operate in the spirit of continuous improvement

Ensuring the framework continues to live and breathe is vital to its success. So we welcome feedback and practical ideas. **If you would like to share your views please contact Helen Dudson on 01922 653618 or me on 01922 653524.**

Robert Flinter
Assistant Director - Performance Management

2. Vision

Our vision is designed to deliver transformed services and key outcomes include:

■ We will have an established reputation as an ambitious, "can-do" place where a civic, economic and cultural renaissance has been made possible by determined and responsible civic leadership, closely engaged with partner organisations and local residents. In 2008, Walsall people are proud of their heritage, proud of what their borough has become and excited about future opportunities. The borough will have maintained and built upon its record as an inclusive place, where all people – our citizens and visitors– are treated fairly, and equally, and with respect, and where cultural diversity is recognised as one of Walsall's key strengths.

■ We will be a learning borough that promotes the value of learning and achievement, in our schools and colleges, in the home, in the community and at work. Learning will be recognised as a fundamental basis of a flourishing local economy but also as a route to personal fulfilment and achievement. Walsall will be recognised as a place for creativity and innovation – to help us attract investment, support existing employers, and to create wealth.

■ We will have a reputation as a clean, green and safe borough. There will be high standards of maintenance of public areas and a sense of responsibility among local people to care for and protect both their neighbours and their local environment. This reputation will be highlighted by well-maintained and attractive civic gateways at principal entry points to the borough– to emphasise the established perception of Walsall as a welcoming and a caring place. By 2008, real improvement will be evident in the health of our citizens, and the needs of people who care for others will be acknowledged and their work valued.

■ Local people will see themselves as residents of the borough as a whole. Local districts and their centres will still have their strong sense of identity - strengthened by local neighbourhood partnerships and better, local access to services. Walsall town centre will be an exciting and vibrant place for culture and business – acting as the economic powerhouse of the borough.

■ We will be recognised by residents as a listening organisation, which effectively represents, but also tackles, the concerns of local people. It will be a modern organisation at the leading edge of good practice with a national reputation for excellence. Walsall will be a council which puts citizens first and which strives to provide the highest standards of customer service. The council will provide strong and responsive civic leadership, supporting local communities with the resources

and tools to provide local solutions to local problems. Walsall will enjoy high levels of civic involvement in neighbourhood partnerships and in a capable, vibrant voluntary sector.

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■ We will have played a full role in transforming the Black Country into a highly successful sub-regional economy. Walsall will be working in close partnership with other local authorities to enhance the international reputation and competitiveness of the Birmingham city region, so we are confident that the Black Country and Walsall will benefit greatly from this work.

The council is working with its partners in the WBSP to develop a longer term vision for the borough. We are looking forward to a vision for 2021 that is mindful of all expectations and the significant changes that we face following various Government white papers such as 'Strong and Prosperous Communities'. The council is determined to take the maximum benefit from these changes and to continue developing key plans and strategies in a way which reflects local needs and priorities - using information in all its forms to the full - and in a way which means that those plans and strategies are aligned, and complement each other.

We are working to establish, for the council, and the WBSP

■ a common vision for the borough, to a common timeframe of 2021

■ a common understanding of the borough, its communities and its people, including forward projections

■ a common understanding of resident expectations

As we build for the future, we are committed - across the council as a whole - to focus as one on these key cross-cutting issues:

■ Transformation - working to deliver better services

■ Performance improvement across every one of our key service areas - delivering what matters to local people

■ Sound, prudent budgeting - the effective use of our resources

■ Improving the customer experience

■ Working to be an excellent employer

■ Serving the needs of our neighbourhoods

■ Developing partnerships -working closely with key players in the public, private and third sectors

■ Valuing equality and diversity

3. What is Performance Management?

Effective performance management ensures delivery of the organisation's aims and objectives drives forward service improvements. Performance management provides the framework that turns our ambitions into delivery. It also enables us to take action in response to actual performance to make outcomes better than they would otherwise be. In its simplest form, performance management is about:

■ Understanding the impact and outcomes of our activities

■ Accurately collecting, recording, analysing and reporting measures which deliver those outcomes. Ensuring information is reliable, consistent and comparable

■ Understanding what needs to be done to improve these outcomes

■ Taking the necessary actions

■ Checking and measuring that the actions lead to improvement

■ Learning from what has or has not gone well and change where necessary

■ Repeating the exercise to ensure continuous improvement

Performance management is a key component of delivering the council's vision, priorities and pledges and transformation agenda. The framework provides a robust process to monitor, review and take appropriate corrective action that will constantly drive performance forward. It is about achieving the objectives and vision of the council and the communities it serves, whilst incorporating the national performance management system introduced by government (e.g. Comprehensive Performance Assessment).

Co-ordinated planning and review systems are key to managing performance effectively and the CIPPF sets out how our various planning processes interlink and jointly demonstrate how services and resources are managed. It sets out the minimum "must do" within which the council will operate and is underpinned by functional frameworks and processes that provide further guidance and protocols. A variety of tools are available to all services to support their achievement of continuous improvement in service delivery and that ultimately the council achieves optimum customer satisfaction.

Understanding customer feedback in all forms is key to ensuring services meet the needs of their customers to the highest standard and performance management plays a fundamental role in this. Analysing the future needs of customers will also ensure the council is responsive to and able to meet changes in demands for council services and that it adapts accordingly. We work closely with SPIR in analysing information, run regular citizen panel consultations and engage various stakeholder

groups when developing policies, for example our green spaces strategy and the development of the annual budget setting process involved discussions with representative groups such as business sector representatives, the disability forum, various friends of parks groups and members of local neighbourhood partnerships.

The CIPPF outlines the council-wide mandatory processes that are in place to drive forward continuous improvement and may be built on by individual directorates to address specific issues. Any additional processes will support and complement this corporate approach to performance management.

The project office sits within the corporate performance management service as effective project management is key to the delivery of transformation and service improvements. We have developed a corporate approach to project management that is based on best practice and is adapted to meet the needs of the organisation. Projects are monitored via performance boards.

4. The CIPPF

Working with all elements in the CIPPF ensures performance management and continuous improvement are embedded into the Walsall Council culture. This framework sets out the links between all activities as illustrated in the diagrams overleaf.

The information used to effectively manage performance needs to be reliable, consistent and comparable, both over time and between different authorities. In order to secure robust data quality we have developed a corporate quality assurance policy which outlines our approach to data quality and provides support to services to ensure their data collection processes are fit for purpose. Our approach to quality assurance was developed through our work with the Audit Commission and is now recognised as
good practice.

The management of risk at all levels within the organisation is an integral part of seizing opportunities, delivering excellent services and achieving continuous improvement. It is recognised that strategic risk management, as a corporate self diagnostic tool, provides demonstrable evidence of the organisation's capacity to improve and enables us to seize and maximise our opportunities. Hence risk and opportunity management is an integral part of every planning process within this framework. Our risk management arrangements achieved the maximum score of 4 during the 2006 use of resources assessment process undertaken by the Audit Commission.

All staff should have an understanding of how the CIPPF works and how their individual efforts contribute to the planning, implementing and monitoring of service delivery. Service planning, a key aspect of this framework, represents the way in which overall strategy, objectives and resources are allocated and translated into detailed targets and actions. This then informs the individual performance management (IPM) meetings held with all staff. Managers and elected members need an understanding of the CIPPF to enable them to exercise their leadership role in relation to all its aspects and are supported in doing this by the performance management training modules that have been developed.

5. CIPPF Timetable

The framework is intended to enable the council to balance the different needs of the people it serves against available resources and to manage change in a coherent way. It supports our medium term, policy-led approach to resource management.

The framework operates on a continuous cycle. Service and financial plans look forward sufficiently far enough to provide structure and focus on the achievement of medium term priorities, but concentrate on the actions for the coming year that significantly contribute to the achievement of longer term objectives. This process of medium-term planning evolves year on year to take into account changing circumstances and influences at both the national and local level.

The Annual Planning Cycle diagram below illustrates how planning and performance management actually occurs in practice and some example activities are included. The cyclical nature of the diagram illustrates the way in which actions taken in the last year impact on or are related to activities in the current year, and how they in turn influence the activities planned for the following year.
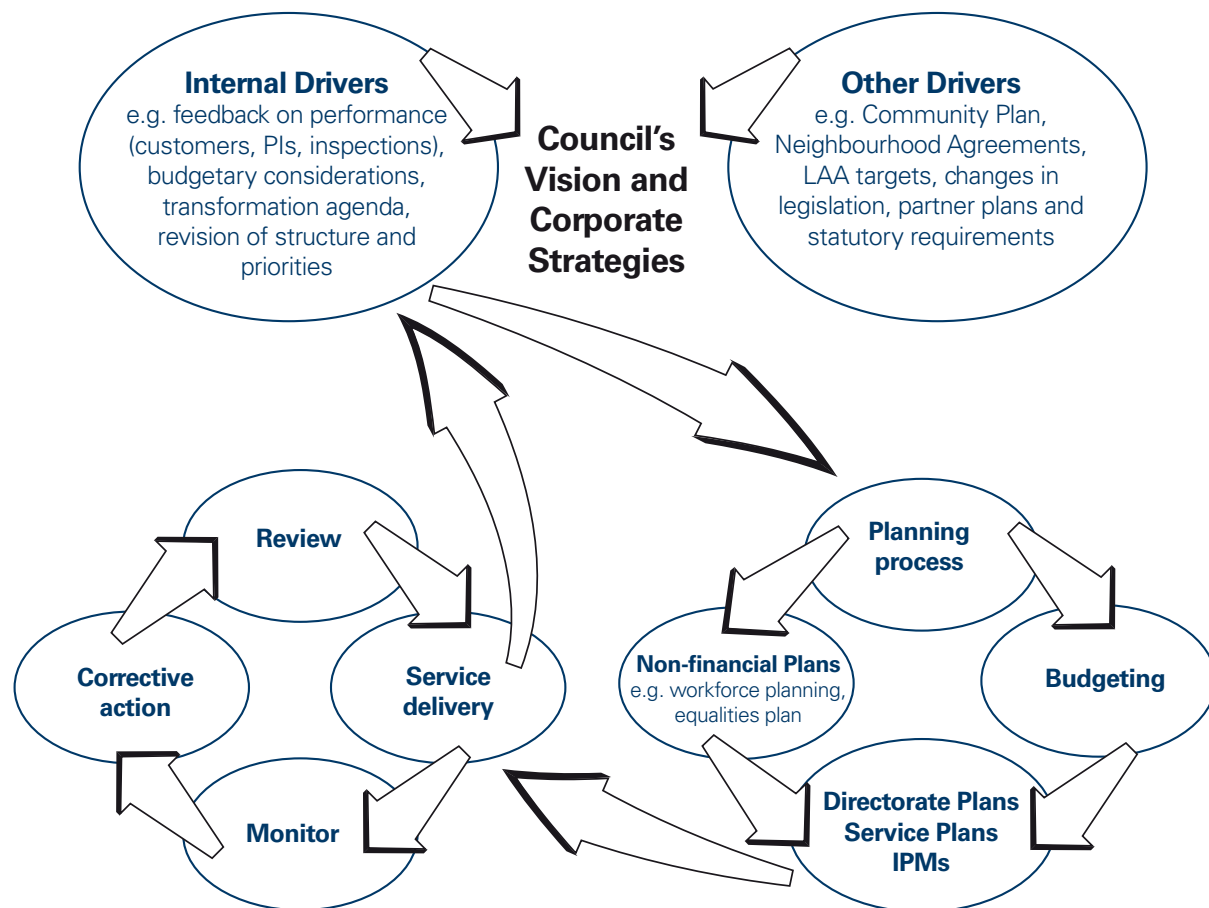
Diagram 1: Annual Planning Cycle
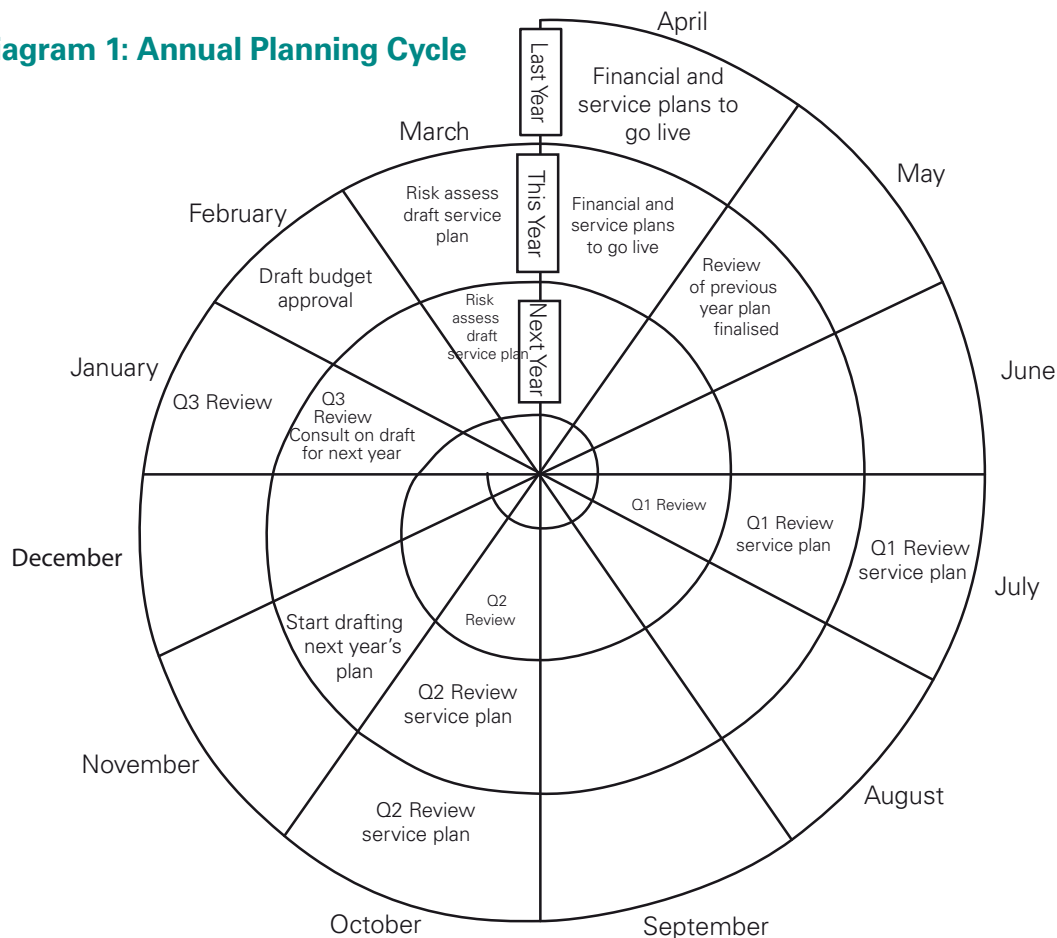
Each segment represents a month in each year

Within the annual planning cycle there are various components that are inter-related. These are detailed in table 1, diagram 2 illustrates the relationship between these components. The relationships illustrated by this diagram should not be viewed in isolation. For example some influences such as partner plans or LAA targets may directly influence the planning process at either directorate or service level. It is important that due recognition is given to the influence of external factors such as partner plans or statutory returns e.g. library standard, Delivery Improvement Statement (DIS), Annual Performance Assessment (APA) and statutory annual monitoring report re:strategic planning policy. Within this, reflection upon, and changes in the community we serve are taken into account, and the appropriate action is taken to respond positively to ensure services maintain their customer focus and continue to meet the needs of the community.

Diagram 2: CIPPF Process

CIPPF Timetable

Table 1

	Underpinning Strategies?	Quarter 1 (April – June)
Key influences on framework	Analysis of customer and other stakeholder feedback from consultation processes and SPIR. Community Plan/Sustainable Community Strategy in place. LNP neighbourhood agreements in place	Inspection outcomes drive new service plans as required. Annual Council and establishment of Cabinet, regulatory committees and scrutiny panels. Monitoring of LNP neighbourhood agreements
Corporate Plan, Vision, Priorities and Pledges	Vision agreed and in place Corporate Plan published with thematic and specific priorities Development of vision 2021 underway	Review of pledges for previous year New pledges go live as new Corporate Plan is published. Outturn on previous year's pledges reviewed by Cabinet. Outturn PI data approved by EMT and Cabinet prior to publication as an addendum to corporate plan
Financial Planning	Medium Team Financial Strategy and Capital Strategy in place	Financial plans go live Estimated outturn to EMT and Cabinet Monthly current year budget monitoring Draft statement of accounts produced by 30 June
Workforce Planning and Training	Corporate and Directorate Workforce Plans in place	Workforce plans revised to reflect updated service plan are approved Completion of individual development plans as part of IPM process
Service Planning, Other Plans and IPMs	Revised plans for forthcoming year in place Monitoring of IPMs conducted throughout the year	All plans become 'live' Service team targets agreed and cascaded to teams and individuals Individual annual targets set via IPMs Consultation on all elements of planning process conducted. Continuation of IPM process. Completion of IPM's across all services
Review, Corrective Action	Performance boards at EMT and directorate level in place and annual work programme set and agreed Performance review programme agreed	Monitoring reports to EMT/cabinet/scrutiny and audit committee as required and agreed Corrective action undertaken to address poor performance and reported and monitored by performance boards Quarterly monitoring at service level of all elements including data quality Scrutiny panels work programme agreed and implemented

Quarter 2 (July – Sept)	Quarter 3 (Oct – Dec)	Quarter 4 (Jan – Mar)
Cabinet quarterly monitoring of Beacon Index[1]	Cabinet quarterly monitoring of Beacon Index[1]	Cabinet quarterly monitoring of Beacon Index[1]
Statutory Best Value Survey (Triennial) Annual Tracker survey[2]	Consultation begins on Vision pledges for next year. Draft financial settlement	Final settlement. Review and update LNP neighbourhood agreements
Monitoring of LNP neighbourhood agreements	Monitoring of LNP neighbourhood agreements	Monitoring of LNP neighbourhood agreements
Next years pledges start to be developed		Monitoring of pledges. Approval by Cabinet of draft Corporate plan including new pledges supporting priorities. Resourcing of new pledges approved by cabinet
Monitoring of vision priorities and pledges	Monitoring of pledges	
Work on Corporate Plan for forthcoming year begins	Consultation on Pledges for forthcoming year begins	Corporate Plan approved by Council
Monthly current year budget monitoring		Monthly current year budget monitoring
CSR evaluated and budget guidelines published	Monthly current year budget monitoring	Final budget report to EMT/Cabinet
Medium Term Financial Plan (MTFP) reviewed and reported to EMT and Cabinet. Statement of accounts published	Annual financial settlement reviewed	5 year MTFP to EMT/Cabinet
Residents priorities input into budget setting process	Draft budget to EMT/Cabinet 5 year draft MTFP to Cabinet	Capital programme and 5 year MTFP Budget accountability memos issued
Launch and publication of corporate and service specific training programmes. Current year training programmes commence. Issues input into workforce review	Mid year review of workforce plans Revise development plans as part of IPM process	Workforce plans in process of being updated to take account of revised service plan priorities and finalised workforce plans produced, following consultation on service plan priorities
	Quarter 2 review of service and team plans	Draft Service Plan produced. Quarter 3 review of service and team plans
Quarter 1 review of service and team plans	Revised guidance and template produced	Consultation on draft plans for forthcoming year completed
Revisions to guidance and process based on a consultation	Commence six month review of IPMs	Service and team plans for following year finalised and signed off
Revised process to EMT for approval	Finalised guidance circulated	Summary plan approved and published by 31 March
	Performance Reviews conducted and progress reported to Scrutiny	
Monitoring reports to EMT/cabinet/scrutiny and audit committee as required and agreed	Monitoring reports to EMT/cabinet/scrutiny and audit committee as required and agreed	Monitoring reports to EMT/cabinet/scrutiny and audit committee as required and agreed
Corrective action undertaken to address poor performance and reported and monitored by performance boards	Corrective action undertaken to address poor performance and reported and monitored by performance boards	Corrective action undertaken to address poor performance and reported and monitored by performance boards
Quarterly monitoring at service level of all elements including data quality	Quarterly monitoring at service level of all elements including data quality	Quarterly monitoring at service level of all elements including data quality
Performance reviews conducted and progress reported to Scrutiny	Performance reviews conducted and progress reported to Scrutiny	Performance reviews conducted and progress reported to Scrutiny

[1] Dependent on schedule of cabinet meetings and necessary lead time monitoring report would go as soon as possible following the end of the quarter.

[2] The statutory Best Value survey is occurring in 2006/07 and is triennial so will not occur again until 2009/10.

**The corporate integrated planning and
performance framework**
6. Components of the CIPPF
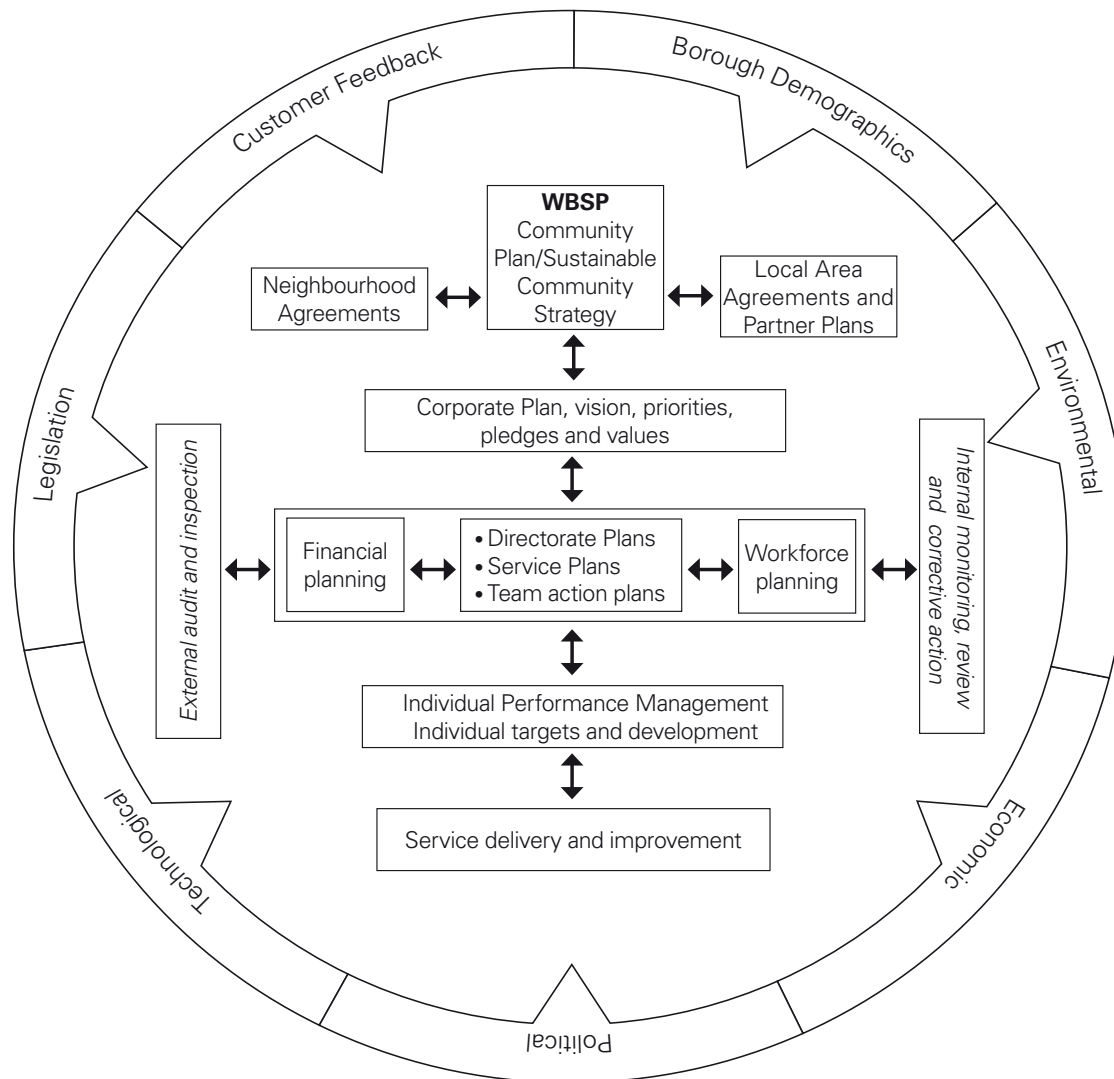
6. Components of the CIPPF

Diagram 3 – The Overall CIPPF

This illustrates the relationship between the various elements which, when jointly managed, ensure continuous improvement and effective service delivery. Behind these key components lies a variety of data sources that services access to ensure service delivery and improvement are achieved. For example there are locally developed service standards which use the service measurement tool (SMT), satisfaction information from customers and employees, benchmarking against other authorities and national drivers such as the CPA service assessment frameworks.

The circle surrounding the framework represents the external environment and the community within which the council operates and provides services. The environment and the community are influenced by a variety of factors including economic, political, social and environmental issues. We use demographic and statistical information about the borough, its communities, economy and future trends and feedback from residents, service users and other key stakeholders and need analysis based on the this data.

Detailed knowledge regarding the demographics of our community is key to effective resource and service planning. For example evidence of an increasingly ageing population may require additional resources allocated to services for the elderly. Awareness of customer priorities and expectations is key to ensuring we are responsive to and meet the needs of the community.

Performance management processes

1. Community Plan and Sustainable Community Strategy

The overarching influence is the community plan and our relationship with the community and our partners. The community plan outlines the aspirations of the communities of Walsall which are further interpreted by the LAA and our own vision, priorities and pledges.

We are working closely with our partners through the WBSP to develop a sustainable community strategy, which will be an extension of the existing community plan. This will replace the community plan and will meet the requirements set out by Government, in October 2006, in the Local Government White Paper Strong and Prosperous Communities.

We have considered the developments that have taken place in the key areas of community engagement and community cohesion and have set out a route map for developing a sustainable community strategy by early 2008.

This new strategy will be a very different document from our current Community Plan as it will integrate land use, economic and environmental development of the borough with community aspirations. This will ensure that shared visions and objectives are developed with partners across the borough.   This is a unique opportunity for Walsall as this summer we will be consulting on the core strategy, which will guide future development decisions and planning applications, at the same time as the development of a range of key policy strategies which will all feed into the sustainable community strategy.

■ **Neighbourhood agreements**

These are plans developed by each of the nine local neighbourhood partnerships to address local issues and needs. They are intrinsically linked to the community plan as they represent the aspirations and priorities of local areas within the borough.

■ **LAA and partner plans**

The LAA is a delivery plan for the WBSP setting out intentions that have been agreed with the Government. It contains challenging targets for the improvement of services for the people of Walsall, promoting partnership working across all key service providers to achieve greater efficiencies and improved outcomes for residents and communities.

Increasing services are being delivered in partnership with other organisations as great efficiencies are sought and consequently the priorities and plans of our partners influence those of the council.

2. Corporate plan, vision, priorities, pledges and values

The corporate plan outlines the main priorities and pledges for the organisation to achieve the vision and transform service delivery

We are already committed to working with our partners to deliver the community strategy for the borough through to 2010. Through the WBSP we are embarked upon a major consultation exercise across the borough; seeking to engage all with an interest and a stake in the future of Walsall, to build upon our present vision and develop a longer term vision of Walsall in the year 2021. In this period of transition there are eight cross-cutting themes, set out in the corporate plan and identified earlier within section 2 – Vision, that support the delivery of the current vision and secure a firm foundation for the future.

3. Financial Planning

This encompasses all financial decision making processes from the medium term financial strategy, decision conferences, and strategic choices exercises through to the formal annual budget setting process and the individual management of budgets at service level. The various elements that jointly inform and deliver our financial planning and management are illustrated below.

Table 2: Key aspects of financial management

The Financial Framework Within The CIPPF					
Category	**Overall**	**Revenue**	**Capital**	**Treasury Management**	**Risk Management**
Strategies	MTFS				
			Capital Strategy	Treasury Management Strategy	Risk Management Strategy
Guidance	CIPFA & technical guidance	Budget Guidelines	Capital Guidelines	CIPFA Code of Practice for TM	Risk Management Toolkit
Plans	MTFP	Annual Budget	Capital Programme & AMP	Treasury Policy Statement	Risk Management Action Plans
Governance	Constitution	Budget Management & Control Manual & SIC		Prudential Indicators & Annual Report	Risk Register reporting and regular review
	Contract & Finance Procedure Rules				Audit Cttee Reports & annual report
	Internal & External Audit Plans and our response to inspection and audit				

4. Directorate plans, service plans and team plans

Recognising the strategic importance of the corporate plan, key statutory documents and neighbourhood agreements and partner plans, this element also includes all planning processes from the directorate plan through to the service and team plans produced that detail the actions being taken to deliver the priorities. There are various influences upon the planning process which are related to external and internal factors as detailed below. For example consultation is a key influence and driver for service delivery and improvement and can be either a corporate process, e.g. the Citizens Panel, or service based.

- **Directorate plans** – how each directorate will contribute towards delivery of the corporate plan

- **Service and team plans** - more detailed plans for individual council services and teams, setting out specific targets and improvements to be achieved over a three period but focusing on the current year.

5. Workforce Planning

Major improvements in performance come when the right people with the right knowledge, skills and behaviours are deployed appropriately. Workforce planning is the process of analysing the future skills and competencies that are needed to deliver new and improved services, and assessing the strengths and development needs of our current workforce against these requirements. This element is informed by the IPM process and includes both corporate and directorate workforce development plans and training programmes. It is closely linked to the council's organisational development and human resources strategies and is influenced by external and internal factors in the same way as service planning.

6. Individual Performance Management

The IPM process provides a framework for managers and staff to meet and discuss work targets and personal development and training needs. It allows managers to give constructive feedback on employee performance and is the forum through which priorities are translated from service and team plans into individual actions. IPM is an integral element of the CIPPF and applies to all employees.

7. External audit and inspection

Audit and inspections are a key process for assessing the performance of a service or function and for identifying ways improvements can be made. External inspections (e.g. CPA, JAR, CSCI etc) also provide an opportunity to benchmark the performance of the council against other authorities and to share best practice.

8. Internal monitoring, review and corrective action

The continual monitoring, review and implementation of required corrective action is vital to ensure continuous improvement and is undertaken at every level of the financial, service and individual planning processes. In addition this ensures that we take action in response to actual performance to make outcomes better than they would have otherwise been. It is recognised that both officers and elected members play key roles in the deliver of effective performance management to deliver continuous improvement. Key to this is the way services react and learn from the monitoring they undertake whether it is in the form of customer feedback or as a performance action plan.

**The corporate integrated planning and
performance framework**
7. Delivering performance management

7. Delivering performance management

High quality council services rely on strong corporate governance from their political and administrative leaders and it is the responsibility of these leaders to ensure there is an emphasis on quality services and community needs. Judging the effectiveness of the council is a process of measuring performance and assessing it against desired outcomes and for this reason managing performance is part of everyone's day-job. The key role of the leaders of the council regarding performance management is detailed below.

Role of councillors

Full Council is ultimately responsible for the performance of the council and is the only body that can deal with strategic framework policy issues.

Cabinet members are accountable for the performance of services within their portfolios by setting targets and ensuring that targets are met. They know, and are responsible for, what services are doing in order to maximise, improve or turn around poor performance.

Audit Committee, through its delegated powers, contributes to the council's governance by ensuring an effective internal control environment is maintained. In addition it reviews mechanisms for the assessment and management of risk and considers arrangements for and the merits of operating quality assurance and performance management processes.

Scrutiny and Performance Panels are involved in performance management in a variety of ways which includes involvement in the development, monitoring and review of policies, and their role in the completion of performance reviews and monitoring the implementation of improvements identified. Scrutiny panels are responsible for holding Cabinet to account for the delivery of the Council's strategic goals and individual portfolio targets.

Ward councillors, as representatives of specific geographical areas, play a key role in consulting the community they serve and in championing the concerns and priorities of residents. This in turn influences and informs corporate priorities. Proposed legislative changes in the Government's white paper, 'Strong and Prosperous Communities' aim to change the role of the ward councillor in how they inform the work of scrutiny and performance panels.

Officers work to support councillors in fulfilling their various roles and this is largely achieved via the appropriate performance board.

Performance Boards at Walsall

Performance boards are the agreed way in which EMT and directorates exercise
their leadership role in respect of performance management and improvement.
The overall role of performance boards is to provide leadership of performance
management activity in the particular directorate and to co-ordinate this within the
corporate performance planning and reporting cycle. A review was undertaken
during 2006 that identified strengths, areas for improvement and transferable
learning. This review has been used to further develop the performance board
process.

- Aims

Activities at performance board should be outcome focussed, drive performance
improvement and identify and implement remedial corrective action as soon as
required. They should make a difference to performance.

- Frequency

The most successful performance boards meet monthly, separately to other
management meetings to enable absolute focus on service improvement and
delivery.

- Delegates

Executive directors and their line reports should be in attendance. They should
be supported by the nominated performance management professional for that
directorate. Heads of Finance or their nominee should attend for items on financial
management to provide advice and support. Directorates are free to invite others
either routinely or as and when required.

- Core agenda

Each performance board should have an annual agenda planner, identifying what
needs to be done, and ensuring 100% coverage over an annual cycle. The focus is on
analysing data and taking action. Accountability, both individual and collective, is at the
heart of successful performance boards.

Performance Boards should as a minimum cover the following over the year, each item
does not need to be looked at every month, examples of frequency are indicated in
brackets.

■ **Customer Satisfaction –** planning for and undertaking surveys using the corporate SMT approach, evaluating and understanding the results of surveys and using that to shape services and respond accordingly. Ensuring that comments, complaints and compliments are collected, summarised, understood, used and responded to promptly and appropriately (at least bi-annually)

■ **Service Planning** – finalisation of plans and monitoring progress against them (quarterly)

■ **Performance Information** – Current, trend and predicted performance on PIs and other performance data including BVPIs, Beacon Index, CPA improvement plan actions, etc. (vital signs monthly – others on a quarterly cycle). This should include verification of the accuracy and robustness of data and that processes are aligned to the corporate quality assurance policy

■ **Project Management** – the latest project register is reviewed to ensure that all projects are accurately reported and progressing according to plan. This allows overall management for all projects, ensures project management arrangements are in place and identifies when new projects need to be established to help deliver priorities (monthly)

■ **Financial Management** – finalising the directorate's budget setting, regular monitoring against budget and evaluating forecasts, tracking implementation of savings and investment, tracking performance against Gershon targets, maximising income. Ensuring the directorate delivers its targets within budget (monthly financial monitoring, quarterly Gershon tracking)

■ **Risk Management** – reviewing the risk register, updating it, ensuring new risk assessments are done for emerging risks, ensuring risk management action plans are in place and being implemented (quarterly)

■ **Value for Money** – identifying benchmarking activity and reviewing the results to inform service activity, assessing progress on non-cashable 'Gershon savings', determining the directorate's contribution to the CPA vfm self assessment (twice yearly/as required)

■ **Inspection** – overview preparation for upcoming inspections, finalisation of action plans and ensuring implementation thereof (as required)

■ **Service showcase** – focus on a particular service, perhaps because performance is disappointing (ie: to understand and take remedial action) or has improved (ie: to celebrate and share the learning)
(as required or on a cyclical basis)

■ **Directorate specific** – performance management issues including 'Hot Issues'
(as required)

There are other issues that could be dealt with at performance boards such as
Equalities and IiP if they are not being addressed elsewhere on a regular basis.

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