Performance Management Programme

Policy Review and Performance Scrutiny Committee

10 May 2016

Principles of the Approach

- Outcomes Focused
- Culture of Accountability
- Strong Golden Thread
- Proactive Performance Management

Five Key Projects

Performance & governance
Business Planning
Reporting
Challenge
Open Data
Review of Scrutiny
Member Support and Induction

Workforce Strategy
Health & Wellbeing
Learning & Development
Workforce Planning
Performance Management (Engagement)
Employee Voice

The Projects

Project	Outcome
Business Planning	An effective planning framework based on sets of practical, proportionate plans that are clear about who is accountable for achievement, and which are used by appropriate audiences to ensure a robust line of sight across the Council The Council has a robust body of evidence that informs its decision-making and allows it to demonstrate how successful it has been in meeting its identified priorities
Reporting	A reporting framework that uses robust data to give the right information at the right time to the right people to ensure performance across the Council is proactively managed in a way that is transparent to staff and public alike

The Projects (continued)

Project	Outcome
Challenge	An organisation whose culture welcomes constructive challenge at both officer and Member level to enable delivery of continued improvement and accountability across the Council
Engagement	Empowered staff who understand that Performance Management is an integral part of their role, how their work contributes towards achieving the overall goals of the organisation and who engage in an effective appraisal and development process
Open Data	Publishing Data in ways that will allow citizens, communities and businesses to consume data in a variety of ways leading to better community involvement in service delivery and also supporting the establishment of technology industries to better understand data

Business Planning – key Outputs

- Better integration with Corporate Planning

- Refreshed Directorate Delivery Planning framework

- New Service Planning approach

- All Plans are SMART
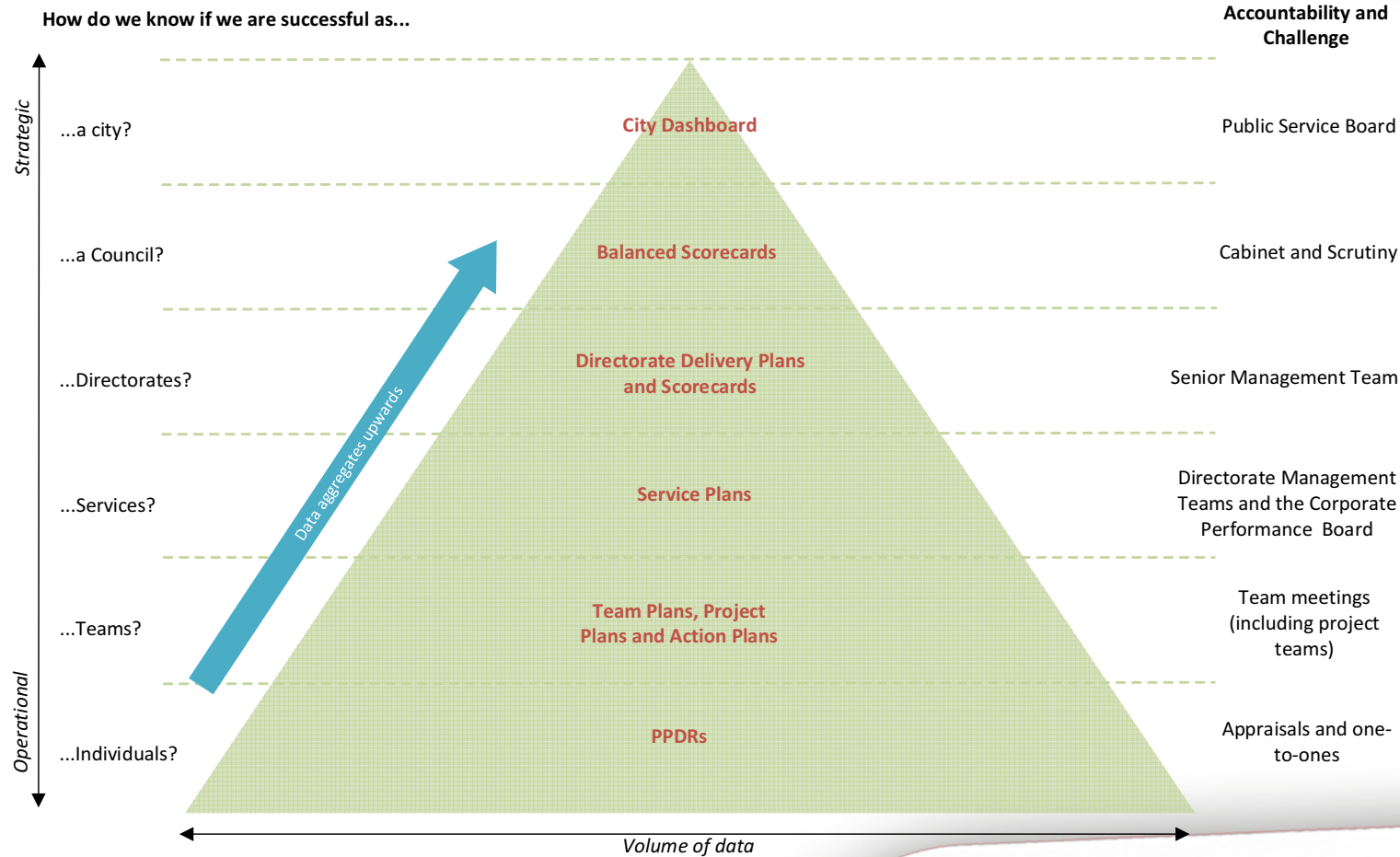
- Robust RAG rating

Reporting – key Outputs

- Balanced Scorecards for reporting to Cabinet and PRAP

- City Dashboard for Public Services Board

- More frequent and timely reporting

- Publication of performance information on the internet

Challenge – key Outputs

- A Performance Support Board that supports service improvement and commissions specific pieces of improvement work (e.g. service reviews)

- Continue to support Member's use of performance information

The Data Pyramid

How do we know if we are successful as...

Accountability and Challenge

Strategic

Operational

...a city? — City Dashboard — Public Service Board

...a Council? — Balanced Scorecards — Cabinet and Scrutiny

...Directorates? — Directorate Delivery Plans and Scorecards — Senior Management Team

...Services? — Service Plans — Directorate Management Teams and the Corporate Performance Board

...Teams? — Team Plans, Project Plans and Action Plans — Team meetings (including project teams)

...Individuals? — PPDRs — Appraisals and one-to-ones

Data aggregates upwards

Volume of data

make the difference | gwnewch wahaniaeth

The Role of PRAP

- Co-design elements of the programme – Cabinet/PRAP Balanced Scorecard

- Continue to scrutinise the overall performance of the organisation

- Scrutinise performance of the Public Services Board