

## **Performance Management- Service Delivery Plan 2016-2017**

### **Overview of Performance Management Services**

Performance Management Services comprises, 1 Full-time Performance Management Officer. The remit of the officer is to support the development of strategic performance measures of the organisation, help to monitor outputs, support other Service Delivery Leads with their service planning processes and help to provide practical solutions to produce a high performance culture which is embedded into the vision of the Council.

The role requires a great deal of partnership working across all services within the Council to ensure that there is a clear correlation between the outcomes of the authority and Council's Corporate Plan. Effective performance management enables the Council to demonstrate how it is meeting the needs of the local community and where the main focuses are.

It is vital to promote the outcomes of the Council to the community to show what we are aiming to achieve in the short term, what we are currently achieving and what we will be focusing on in the future. The Performance Management Officer's role is to promote our performance to Councillors and the public, and promote our core values and good practice.

Over the past 12 months, the Performance Management Officer has been leading on the Programme Management of the Transformation Programme, which has meant that the primary work has concentrated on supporting its early development and governance structures etc.

The cost to run the service totals; £48,026.00 which includes salary costs and on costs.

### **How does the Service link in with the Council's Corporate Plan?**

The Service links in with the following priorities;

- The Service is customer driven with "a can-do attitude and pro business approach and commercially focussed to ensure financial self-sufficiency for the taxpayer".
- Providing clear opportunities to ensure that the Council is "Making East Cambridgeshire an even better place to live".

The Service provides support across the Council to all services and therefore it helps to support the majority of the outcomes within the priorities of the Corporate Plan.

Performance management is essential in assessing the outcomes of the authority which must always link back to our priorities and projects identified within the Corporate Plan.

The various projects which Performance Management Services has been involved in over the last 12 months has helped to provide guidance on meeting outcomes, direction on priorities, pathways to success and ensuring that our customers are satisfied with how we meet their needs.

### Forward Planning for Councillors

<b>Proposed date of decision</b>	<b>Item</b>	<b>Service Area</b>	<b>Service Delivery Champion</b>	<b>Committee</b>
October 2016	6 month outcome reports to the Service Delivery Champions	Performance Management	Cllr Dan Schumann	R&SSC
March 2017	New service delivery plans presented	Performance Management	Cllr Dan Schumann	R&SSC

## End of year report- Performance Management 2015/2016

To support the council's transformation agenda to ensure that services are designed around the needs of the customer.	Baseline (from previous year if applicable)	Target	Outcome
To work in partnership to promote and engage all staff within the Transformation agenda.	N/A	By October 2015	Completed see *
To identify common themes highlighted through the Transformation workshop focus groups in order to focus future delivery of council services.	N/A	By July 2015	Completed – common themes were identified
To work across the council to develop programme streams to support the Transformation agenda.	N/A	By August 2015	Completed (although changed in accordance with Director)**
<p>*workshops were organised to promote the Council's Transformation Programme. All staff were encouraged to get actively engaged and participate in the early development work. Over half the staff at the Council attended the workshops with many comments saying that they felt positive about being a part of something which could make their working practices more streamlined.</p>			
<p>** Programme themes were identified after feedback from staff and Councillors. These were then developed into projects by the Director which were agreed by Councillors at Committee.</p>			

To review existing performance management systems to ensure effective monitoring arrangements are in place.	Baseline (from previous year if applicable)	Target	Outcome
To undertake an assessment of the existing performance management reporting arrangements to ensure that the processes work effectively for the whole council.	N/A	By September 2015	Completed
To work in partnership to help develop a new SharePoint performance monitoring arrangement to help identify areas of high or low performance outputs.	N/A	By January 2016	On hold*
<p>*A number of Councils were approached to get a good cross section of non bias opinions of SharePoint. This information and further research was utilised to formulate a project brief demonstrating outcomes. Due to a shift in focus however and the new arrangements of on delivery targets, SharePoint is currently on hold.</p>			

To ensure that the council priorities are met through effective performance reporting	Baseline (from previous year if applicable)	Target	Outcome
To support Service Delivery Leads with their on-going performance management arrangements to meet the priorities of the council.	N/A	On-going	*Completed all leads supported
To support all staff with developing their Service Delivery Plans through the facilitation of Service Planning Workshops.	N/A	By July 2016	**Completed
<p>*All Service Delivery Leads have been supported to develop their priorities within the Council. A new delivery cycle has been developed (and agreed by Regulatory and Support Services Committee) to ensure that the timescales tie in with our business planning cycles. This will make the reporting dates much easier, link in with our budget setting timescales and our appraisal processes.</p>			
<p>**All Service Delivery Leads had the option to have additional support within their Service Planning Workshops. A number of Leads took advantage of this and the Performance Management Officer attended in order to discuss priorities moving forward and how their services fit in with the Corporate Priorities of the Council. More importantly some Leads used the opportunity to really focus their team on being a part of their new service plan and streamline existing performance measures.</p>			

Ensure that the performance management service has the appropriate skills to maximise their roles within the priorities of the council	Baseline (from previous year if applicable)	Target	Outcome
To undertake identified training needs in accordance with the roles and responsibilities which demands of the post.	N/A	By August 2015	Completed-attended and passed Managing successful programmes course.
To work within the performance framework of the organisation e.g. appraisals, setting outputs within the Service Delivery Plans and on-going performance reviews	N/A	By July 2015	Completed
To work with the Service Delivery Champions to highlight outputs within the Performance Management service	N/A	On-going	ongoing

<b>To support members to be actively engaged in the performance management of the council</b>	<b>Baseline (from previous year if applicable)</b>	<b>Target</b>	<b>Outcome</b>
To work with Members to be actively engaged in the emerging Transformation programme.	N/A	On-going	Completed *
*A number of Member events were organised and a series of emails were sent out to all Members highlighting the Programme. In addition, the Performance Management Officer developed the governance structures of the programme and reporting mechanisms.			

**Strategy Map 2016/2017**



**Measuring Performance: - 2016/2017**

<b>Promote the achievements of East Cambridgeshire District Council against the Corporate Plan and wider corporate priorities</b>	<b>Baseline (from 2015/2016)</b>	<b>Target</b>
Develop an end of year performance report for the Council which promotes the achievements made against the Corporate Plan.		1 end of year report completed by April 2017
Promote the achievements of the Council in the local press and to partner organisations from the end of year performance reports.		Local press coverage by April 2017

<b>Review existing performance management systems to ensure effective monitoring arrangements are in place.</b>	<b>Baseline (from 2015/2016)</b>	<b>Target</b>
Present a new Service Delivery Plan template to Members which is more streamlined and shows clear links to our Corporate Priorities.		By November 2016
Support Service Delivery Leads through the new performance management cycle to ensure that they understand their requirements and meet all new relevant deadlines.		By December 2016
To support all staff with developing their Service Delivery Plans through the facilitation of Service Planning Workshops.		By November 2016

<b>Help to provide support to Service Delivery Leads to ensure that they are meeting the needs of their customers (both internally and externally)</b>	<b>Baseline (from 2015/2016)</b>	<b>Target</b>
Identify the initial key services to focus on in order to develop LEAN system thinking. Develop a mechanism to deliver a LEAN thinking approach to these key services.		By March 2017
Start to work with Service Delivery Leads to deliver a LEAN system thinking approach to their work.		By March 2017

<b>Ensure that the performance management service has the appropriate skills to maximise their roles within the priorities of the council</b>	<b>Baseline (from 2015/2016)</b>	<b>Target</b>
To undertake identified training needs in accordance with the roles and responsibilities which demands of the post.	N/A	By August 2015
To work within the performance framework of the organisation e.g. appraisals, setting outputs within the Service Delivery Plans and on-going performance reviews	N/A	By July 2016
To work with the Service Delivery Champions to highlight outputs within the Performance Management service	N/A	On-going
To review the web pages of Performance Management on the Council's main web site to ensure that they are clear and concise.		By August 2015



## Delivering the service

<b>Promote the achievements of East Cambridgeshire District Council against the Corporate Plan and wider corporate priorities</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	Develop an end of year performance report for the Council which promotes the achievements made against the Corporate Plan.
<b>Links</b>	N/A.
<b>Source of data</b>	
<b>Frequency of reporting?</b>	Yearly
<b>Who measures?</b>	Hetty Thornton-Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Gather together all of the end of year performance reports,</li> <li>• Extract data where appropriate</li> <li>• Develop an end of year report for Committee highlighting performance</li> </ul>
<b>Reporting timescale</b>	Yearly
<b>What resources are needed to ensure success?</b>	End of year service plans
<b>Are there opportunities for cross-service working?</b>	Across all services

<b>Performance measure: Promote the achievements of East Cambridgeshire District Council against the Corporate Plans and wider Corporate Priorities</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	Promote the achievements of the Council in the local press and to partner organisations from the end of year performance reports.
<b>Links</b>	N/A.
<b>Source of data</b>	N/A.
<b>Frequency of reporting? E.g. annually</b>	Yearly
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Work with the Communications team to develop a forward plan of press releases to highlight performance</li> <li>• Work with local partners to highlight performance on a localised basis</li> </ul>
<b>Reporting timescale</b>	Yearly
<b>What resources are needed to ensure success?</b>	
<b>Are there opportunities for cross-service working?</b>	Communications Service All services across the council. Member involvement.

<b>Review existing performance management systems to ensure effective monitoring arrangements are in place.</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/outcome(s)</b>	Present a new Service Delivery Plan template to Members which is more streamlined and shows clear links to our Corporate Priorities.
<b>Links</b>	
<b>Source of data</b>	Corporate Plan
<b>Frequency of reporting?</b>	
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Develop new service delivery plan template</li> <li>• Present template to CMT and Members</li> <li>• Once/if agreed; meet with Service Leads to run through the new template.</li> </ul>
<b>Reporting timescale</b>	Yearly
<b>What resources are needed to ensure success?</b>	
<b>Are there opportunities for cross-service working?</b>	Across the whole Council

Review existing performance management systems to ensure effective monitoring arrangements are in place.	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/outcome(s)</b>	Support Service Delivery Leads through the new performance management cycle to ensure that they understand their requirements and meet all new relevant deadlines.
<b>Links</b>	N/A.
<b>Source of data</b>	Service Delivery Plans.
<b>Frequency of reporting?</b>	
<b>Who measures?</b>	Hetty Thornton-Performance Management Officer
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Ensure that Service leads are aware of the new timescales</li> <li>• Send out regular emails and verbal updates in team meetings</li> <li>• Ensure that Service Leads have support where appropriate</li> <li>• Work within the performance management timeframes to highlight the requirements that Service Delivery Leads should be adhering to.</li> <li>• Support Service Delivery Leads to identify high/low performance against their outputs within their team plans.</li> <li>• Highlight over/under performance to Members in a review summary sheet of outputs across the council.</li> </ul>
<b>Reporting timescale</b>	By December 2015
<b>What resources are needed to ensure success?</b>	
<b>Are there opportunities for cross-service working?</b>	Across the whole council.

<b>Review existing performance management systems to ensure effective monitoring arrangements are in place</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/outcome(s)</b>	To support all staff with developing their Service Delivery Plans through the facilitation of Service Planning Workshops.
<b>Links</b>	N/A
<b>Source of data</b>	N/A
<b>Frequency of reporting?</b>	Quarterly
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer
<b>What will be done? Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Contact all Service Delivery Leads to highlight the timescales required to complete the Service Planning Workshops,</li> <li>• Liaise with Service Delivery Leads to organise dates,</li> <li>• Meet with services,</li> <li>• Highlight priorities and how to effectively undertake performance reports,</li> </ul>
<b>Reporting timescale</b>	
<b>What resources are needed to ensure success?</b>	Service Delivery Leads completing their service planning workshops and plans on time
<b>Are there opportunities for cross-service working?</b>	All services

<b>To help provide support to Service Delivery Leads to ensure that they are meeting the needs of their customers (both internally and externally)</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	To support Service Delivery Leads with their on-going performance management arrangements to meet the priorities of the Council.
<b>Links</b>	N/A.
<b>Source of data</b>	N/A.
<b>Frequency of reporting?</b>	Quarterly.
<b>Who measures?</b>	Hetty Thornton-Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Work within the performance management timeframes to highlight the requirements that Service Delivery Leads should be adhering to.</li> <li>• Support Service Delivery Leads to identify high/low performance against their outputs within their team plans.</li> <li>• On a quarterly basis undertake a review of each service's end of Quarter reports and offer feedback when required.</li> <li>• Highlight over/under performance to the Corporate Management Team in a review summary sheet of outputs across the council.</li> <li>• Highlight over/under performance to Members in a review summary sheet of outputs across the council.</li> </ul>
<b>Reporting timescale</b>	Quarterly.
<b>What resources are needed to ensure success?</b>	End of year performance reports delivered to the Performance Management Officer on time.
<b>Are there opportunities for cross-service working?</b>	All service involvement.

<b>To ensure that the council's priorities are met through effective performance reporting.</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	To support all staff with their on-going performance management arrangements to meet the priorities of the Council.
<b>Links</b>	N/A.
<b>Source of data</b>	Service Delivery Plans.
<b>Frequency of reporting?</b>	Quarterly.
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Highlight expectant timeframes of within the performance management calendar to all Service Delivery Leads.</li> <li>• Undertake review of each service's end of year performance reporting against their respective Service Delivery Plans.</li> <li>• Feedback to Leads or request further information.</li> </ul>
<b>Reporting timescale</b>	On-going.
<b>What resources are needed to ensure success?</b>	End of year performance reports delivered to the Performance Management Officer on time.
<b>Are there opportunities for cross-service working?</b>	All service involvement.

<b>Help to provide support to Service Delivery Leads to ensure that they are meeting the needs of their customers (both internally and externally).</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	Identify the initial key services to focus on in order to develop LEAN system thinking. Develop a mechanism to deliver a LEAN thinking approach to these key services.
<b>Links</b>	N/A
<b>Source of data</b>	Service Delivery Plans. LEAN system thinking approach
<b>Frequency of reporting?</b>	Ongoing
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Develop a forward timetable of when the first phase of services will be undertaking LEAN system thinking,</li> <li>• Present draft proposal to CMT,</li> <li>• Present draft proposal to Members,</li> <li>• Meet with identified Service Delivery Leads to plan out specific processes,</li> </ul>
<b>Reporting timescale</b>	March 2017
<b>What resources are needed to ensure success?</b>	All service's commitment.
<b>Are there opportunities for cross-service working?</b>	All service's involvement.



<b>Help to provide support to Service Delivery Leads to ensure that they are meeting the needs of their customers (both internally and externally)</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	Start to work with Service Delivery Leads to deliver a LEAN system thinking approach to their work.
<b>Links</b>	N/A
<b>Source of data</b>	Service Delivery Plans.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Work with identified services to deliver LEAN system thinking,</li> <li>• Present findings to CMT,</li> </ul>
<b>Reporting timescale</b>	March 2017
<b>What resources are needed to ensure success?</b>	
<b>Are there opportunities for cross-service working?</b>	All service involvement.

<b>Ensure that the performance management service has the appropriate skills to maximise their roles within the priorities of the Council</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	To undertake identified training needs in accordance with the roles and responsibilities which demands of the post.
<b>Links</b>	N/A
<b>Source of data</b>	Service Delivery Plans.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Jo Brooks- Director of Operations
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Research and highlight relevant training which supports the continued development of Performance Management Services.</li> </ul>
<b>Reporting timescale</b>	March 2017
<b>What resources are needed to ensure success?</b>	
<b>Are there opportunities for cross-service working?</b>	Human Resources

<b>Ensure that the performance management service has the appropriate skills to maximise their roles within the priorities of the Council</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	To work within the performance framework of the organisation e.g. appraisals, setting outputs within the Service Delivery Plans and on-going performance reviews
<b>Links</b>	N/A
<b>Source of data</b>	Service Delivery Plans.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Jo Brooks- Director of Operations
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>To work within the performance framework</li> </ul>
<b>Reporting timescale</b>	March 2017
<b>What resources are needed to ensure success?</b>	Performance management framework
<b>Are there opportunities for cross-service working?</b>	All service involvement.

<b>Ensure that the performance management service has the appropriate skills to maximise their roles within the priorities of the Council</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	Councillor Dan Schumann- Service Delivery Champion
<b>Output/Outcome(s)</b>	To work with the Service Delivery Champions to highlight outputs within the Performance Management service
<b>Links</b>	N/A
<b>Source of data</b>	Service Delivery Plans.
<b>Frequency of reporting?</b>	Annually.
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Meet/contact the Service Delivery Champion on a quarterly basis to discuss the Performance Management Framework,</li> <li>• Present six month report outcomes to Service Delivery Champion</li> </ul>
<b>Reporting timescale</b>	March 2017
<b>What resources are needed to ensure success?</b>	Performance report
<b>Are there opportunities for cross-service working?</b>	

<b>Help to provide support to Service Delivery Leads to ensure that they are meeting the needs of their customers (both internally and externally)</b>	
<b>Owner</b>	Hetty Thornton- Performance Management Officer.
<b>Co owner(s)</b>	
<b>Output/Outcome(s)</b>	To review the web pages of Performance Management on the Council's main web site to ensure that they are clear and concise.
<b>Links</b>	N/A
<b>Source of data</b>	Council's main website
<b>Frequency of reporting?</b>	Six months
<b>Who measures?</b>	Hetty Thornton- Performance Management Officer.
<b>Please list processes briefly</b>	<ul style="list-style-type: none"> <li>• Identify the existing Performance Management website pages,</li> <li>• Update the pages to ensure that they are clear and concise,</li> </ul>
<b>Reporting timescale</b>	July 2016
<b>What resources are needed to ensure success?</b>	Support from Customer Services (the web team).
<b>Are there opportunities for cross-service working?</b>	Customer Services.