

The new approach to Performance Management in Harrow Council

05 July 2007

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Why a new approach?

- Council aims to improve its performance in many of its services
 - Customer satisfaction - declining
 - CPA rating – at 2, with threat of 1
 - Value for money ratings patchy
- Legacy situation
 - Planning too complex
 - Plans/budgets not aligned
 - Too many priorities
 - Performance management not fully embedded
- Performance management in CE's list of 9 issues

What is the new approach?

- threefold

1. New Corporate improvement programme (**CIP**)
2. Clear & understood enhanced **Framework** for integrated planning, budgeting & performance management, defined for members and officers
3. Greater line management focus on **financial & performance management**, driven through monitoring and real performance accountability

New Corporate Improvement Programme (CIP)

- Results from Corporate Assessment/Joint Area Reviews in late 2006
- Approved by Cabinet 21 June 2007
- Consists of
 - Top 20 'flagship' improvement projects (also referenced in 2008/09 Corporate Plan)
 - Other 60 – 80 priority improvement projects across the council
- Delivery
 - To be included in 2007/08 service plans, and rolled forward into 2008/09 as appropriate
- Monitoring – to be monitored monthly

What is the Framework?

- Hierarchy of plans
- Set of aligned cycles
- Specified monitoring
 - Quarterly reporting
 - Quarterly review meetings
 - Improvement Boards
 - Actions taken forward
 - More frequently at service level

Framework - Overall hierarchy of plans

Key Strategic Documents & Operational Strategies eg Local Development Framework; Economic Development Strategy; Housing Strategy etc	Sustainable Community Plan	•Long term vision 10 – 15 years •3 year plan measured by LAA + community and quality of life indicators	HSP Board Council, Cabinet CMT, Scrutiny	
	Corporate Plan/ Medium Term Financial Strategy	•3 year rolling plan •Measured by strategic performance report and corporate programme	Corporate Improvement Plan	Council, Cabinet CMT, Scrutiny
	Corporate Directorate Service Improvement Plans, Budgets & Balanced Scorecards	•3 year rolling plans •Developed for Corporate Directorates •Measured by quarterly scorecards and progress reporting •Closely linked to key partnership plans where applicable, eg CYPF		CMT, Cabinet Improvement Boards, Scrutiny, DMT Portfolio Holder accountability
	Delivery Plans	•1 year action plans •Developed for all services by Heads of Service and Service Managers •Measured by exception reporting	DMT SMT	
	Individual Plans	•Individual Performance Appraisal and Development plans (IPADs) •Aligned to Team Delivery Plan	Line Manager & Individual	

Framework - Summary of all cycles

	Sustainable Community Plan	Revenue & Capital Budget	Corporate Plan	Service Planning	Financial & Performance Management
Apr			Corporate Plan published	Directorate Service Improvement Plans/Budgets & Team Delivery Plans/Budgets published	IPADs agreed with staff
May	CMT/Cabinet Event Political Group input	High level planning	MORI Survey	Specific consultation with service users on priorities – by May	
Jun	PUBLISH refreshed Sustainable Community Plan		Best Value Performance Plan published	Consultation outputs assembled	Quarterly Improvement Boards Q4 finance & performance monitoring reports to CMT & Portfolio Holders on Q1 finance & performance
Jul		Year Ahead Statement Budgeting and planning guidance issued	MORI Survey Results Consultation on Vision & Priorities	Service Improvement Plan guidance issued	
Aug			Ongoing consultation		Quarterly Improvement Boards Q1 finance & performance monitoring
Sept		Capital bids submitted			Interim IPADs with staff
Oct		Capital bid evaluation			Quarterly Improvement Boards Q2 finance & performance monitoring
Nov		Grant settlement	Draft Corporate Plan	Early Nov – Draft Service Improvement Plans/Budgets to Challenge Panel	
Dec		Draft MTPS Revenue & Capital Budget to Cabinet	Corporate Plan update	Draft Service Improvement Plans/Budgets to CMT, Cabinet & Scrutiny	
Jan			Feedback on consultation to stakeholders	Late Jan – Service Improvement Plans/Budgets to Challenge Panel & Scrutiny – if necessary	
Feb		Budget & Capital to Cabinet/ Council	Corporate Plan agreed with Budget	Service Improvement Plans/Budgets agreed	Quarterly Improvement Boards Q3 finance & performance monitoring
Mar		Publish Budget Book			

Overall hierarchy of all council plans



Summary of all council cycles

	Sustainable Community Plan	Revenue & Capital Budget	Corporate Plan	Service Planning	Financial & Performance Management
Apr			Corporate Plan published	Directorate Service Improvement Plans/Budgets & Team Delivery Plans/Budgets published	IPADs agreed with staff
May	CMT/Cabinet Event Political Group input	High level planning	MORI Survey	Specific consultation with service users on priorities – by May	
Jun	Publish refreshed Sustainable Community Plan		Best Value Performance Plan published	Consultation outputs assembled	Quarterly Improvement Boards; Q4 finance & performance monitoring
Jul		Year Ahead Statement Budgeting and planning guidance issued		Service Improvement Plan guidance issued	Report to CMT & Portfolio Holders on Q1 finance & performance
Aug			MORI Survey Results Consultation on Vision & Priorities		
Sept		Capital bids submitted	Ongoing consultation		Quarterly Improvement Boards Q1 finance & performance monitoring
Oct		Capital bid evaluation			Interim IPADs with staff
Nov		Grant settlement	Draft Corporate Plan	Early Nov – Draft Service Improvement Plan/Budget to Challenge Panel	Quarterly Improvement Boards Q2 finance & performance monitoring
Dec		Draft MTFS Revenue & Capital Budget to Cabinet	Corporate Plan update	Draft Service Improvement Plans/Budgets to CMT, Cabinet & Scrutiny	
Jan			Feedback on consultation to stakeholders	Late Jan - Service Improvement Plans/Budgets to Challenge Panel & Scrutiny – if necessary	
Feb		Budget & Capital to Cabinet/ Council	Corporate Plan agreed with Budget	Service Improvement Plans/Budgets agreed	Quarterly Improvement Boards; Q3 finance & performance monitoring
Mar		Publish Budget Book			

Key change 1 : new Year Ahead Statement

	Sustainable Community Plan	Revenue & Capital Budget	Corporate Plan	Service Planning	Financial & Performance Management
Apr			Corporate Plan published	Directorate Service Improvement Plans/Budgets & Team Delivery Plans/Budgets published	IPADs agreed with staff
May	CMT/Cabinet Event Political Group input	High level planning	MORI Survey	Specific consultation with service users on priorities – by May	
Jun	Publish refreshed Sustainable Community Plan		Best Value Performance Plan published	Consultation outputs assembled	Quarterly Improvement Boards; Q4 finance & performance monitoring Report to CMT & on Q1
Jul		Year Ahead Statement Budgeting and planning guidance issued		Service Improvement Plans/Budgets published	Finance
Aug			MORI Survey Report Consultation on Vision & Priorities		
Sept		Capital bids submitted	Ongoing consultation		nt ng
Oct		Capital bid evaluation			
Nov		Grant settlement	Draft Corporate Plan	E	nt ng
Dec		Draft MTFS Revenue & Capital Budget to Cabinet	Corporate Plan update		
Jan			Feedback on consultation to stakeholders		
Feb		Budget & Capital to Cabinet/ Council	Corporate Plan agreed with Budget	Se	nt & Spring
Mar		Publish Budget Book			

Cabinet/CMT produce **Year Ahead Statement** in July, containing updated Vision & Key priorities, aligned with Medium Term Financial Strategy, to be issued as guidance to services

Key change 2 : new Challenge Panels

	Sustainable Community Plan	Revenue & Capital Budget	Corporate Plan	Service Planning	Financial & Performance Management
Apr			Corporate Plan published	Directorate Service Improvement Plans/Budgets & Team Delivery Plans/Budgets published	IPADs agreed with staff
May	CMT/Cabinet Event Political Group input	High level planning	MORI Survey	Specific consultation with service users on priorities – by May	
Jun	Publish refreshed Sustainable Community Plan		Best Value Performance Plan published	Consultation outputs assembled	Quarterly Improvement Boards; Q4 finance & performance monitoring
Jul		Year Ahead Statement Budgeting and planning guidance issued		Service Improvement Plan guidance issued	Report to CMT & Portfolio Holders on Q1 finance & performance
Aug			Survey Results		
Sept			Consultation		Quarterly Improvement Boards Q1 finance & performance monitoring
Oct					Interim IPADs with staff
Nov				Early Nov – Draft Service Improvement Plan/Budget to Challenge Panel	Quarterly Improvement Boards Q2 finance & performance monitoring
Dec			Plan	Draft Service Improvement Plans/Budgets to CMT, Cabinet & Scrutiny	
Jan			Holders	Late Jan - Service Improvement Plans/Budgets to Challenge Panel & Scrutiny – if necessary	
Feb			Corporate Plan published with Budget	Service Improvement Plans/Budgets agreed	Quarterly Improvement Boards; Q3 finance & performance monitoring
Mar		Publish Budget Book			

Challenge Panels, of CE, Portfolio Holder, Directors, officers, held in November (& January if necessary) to review 5 x Directorates Service Improvement Plan/Budgets, pre-Cabinet

Key change 3 : New Improvement Boards & quarterly monitoring

	Sustainable Community Plan	Revenue & Capital Budget	Corporate Plan	Service Planning	Financial & Performance Management
Apr			Corporate Plan published	Directorate Service Improvement Plans/Budgets & Team Delivery Plans/Budgets published	IPADs agreed with staff
May	CMT/Cabinet Event Political Group input	High level planning	MORI Survey	Specific consultation with service users on priorities – by May	
Jun	Publish refreshed Sustainable Community Plan		Best Value Performance Plan published	Consultation outputs assembled	Quarterly Improvement Boards; Q4 finance & performance monitoring
Jul		Year Ahead Statement		Service Improvement Plan guidance issued	Report to CMT & Portfolio Holders on Q1 finance & performance
Aug					
Sept					Quarterly Improvement Boards Q1 finance & performance monitoring
Oct					Interim IPADs with staff
Nov				Service Improvement Plan/Budget to Challenge Panel	Quarterly Improvement Boards Q2 finance & performance monitoring
Dec				Draft Service Improvement Plans/Budgets to CMT, Cabinet & Scrutiny	
Jan				Service Improvement Plans/Budgets to Challenge Panel & Scrutiny	
Feb			Service Improvement Plans/Budgets agreed with Budget	Service Improvement Plans/Budgets agreed	Quarterly Improvement Boards; Q3 finance & performance monitoring
Mar		Publish Budget Book			

Improvement Boards held on quarterly basis, with comprehensive agenda. CE, Director, Portfolio Holder, officers attend. Outcomes reflected in adjustments to plans, budgets. Reports go to Cabinet & Scrutiny

When did this new approach take effect?

- For planning & budgeting – **already**
 - Corporate Improvement Programme is being verified as being included in 2007/08 service plans
 - For all 2008/09 plan development
- For performance management – **already**
 - First Improvement Boards held July 2007
 - **Greater line management focus on financial & performance management.** Directors are currently reviewing and where appropriate implementing new approaches at service level

How do these changes affect Cabinet?

Existing

- Corporate Plan review & approval
- Agreement of upcoming planning framework
- Review of Directorate Service Plans
- Quarterly Council Performance review

New involvement

- Clear role in Sustainable Community Plan annual refreshment - May
- Development of Year Ahead Statement – by July
- Quarterly Directorate Performance review – outputs of Improvement Boards

Cabinet's new annual cycle

Apr				
May			Involvement in Sustainable Community Plan development	
Jun	Review Q4 & Full Year Strategic Performance Report	Review Q4 & Full Year Directorates Performance Reports		
Jul			Agree Year Ahead Statement	
Aug				
Sept	Review Q1 Strategic Performance Report	Review Q1 Directorates Performance Reports		
Oct				
Nov	Review Q2 Strategic Performance Report	Review Q2 Directorates Performance Reports	Review Draft Corporate Plan/Budget	
Dec			Review Corporate Plan update	Review draft Service Improvement Plans/budgets
Jan				
Feb	Review Q3 Strategic Performance Report	Review Q3 Directorates Performance Reports	Corporate Plan/Budget agreed pre-Council	Review Final Service Improvement Plans/budgets
Mar				

How do these changes affect a Portfolio Holder's responsibilities?

- Individually accountable
 - New accountability statements, summer 2007
- Contribution to council strategy
 - Involvement in Year Ahead Statement guiding plans/budgets
- Developing plans/budgets
 - Lead role in developing and presenting plans/budgets for portfolio to Challenge Panel/s
- Performance monitoring
 - Lead role in performance improvement (measured by CPA, other PIs, satisfaction, financial delivery, plan delivery etc); attendance at quarterly Improvement Boards

What is a Portfolio Holder's new annual calendar?

	Planning	Performance Monitoring
Apr		
May		
Jun		Quarterly Report to Cabinet Attend Improvement Board
Jul	Attend CMT & Cabinet Summit to Develop Year Ahead Statement	
Aug		
Sept	Involvement in developing Directorate Service Improvement Plan/Budget with officers	Quarterly Report to Cabinet Attend Improvement Board
Oct	“	
Nov	Challenge Panel	Quarterly Report to Cabinet Attend Improvement Board
Dec	Present Draft Directorate Service Improvement Plan/Budget to Cabinet	
Jan	Challenge Panel (if appropriate)	
Feb	Present Final Directorate Service Improvement Plan/Budget to Cabinet for approval	Quarterly Report to Cabinet Attend Improvement Board
Mar		Agree Accountability Statement for forthcoming year with Leader

How do these changes affect Scrutiny?

- *Scrutiny processes under development, and subject to approval in July 2007*
- *Potential processes are*
 - *Question & Answer sessions*
 - *June – Year Ahead Statement*
 - *November – Corporate Plan & Medium Term Financial Strategy*
 - *Review of Service Improvement Plans – January*
 - *Receipt of Council/Directorates Quarterly Reports*
- *Programme of work developed from*
 - *'Hot spot' referrals from Cabinet*
 - *Directorate Service Improvement plans*

In summary

- New strengthened approach to performance management with 3 strands
 - Corporate Improvement Programme
 - defined Framework
 - Greater line management focus underway
- Redefined roles for
 - Cabinet
 - Portfolio Holders
 - *Scrutiny*in planning, budgeting & performance management

Any Questions?