



# City of Wolverhampton Council's Performance Management Framework 2015-18

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CITY OF  
WOLVERHAMPTON  
COUNCIL

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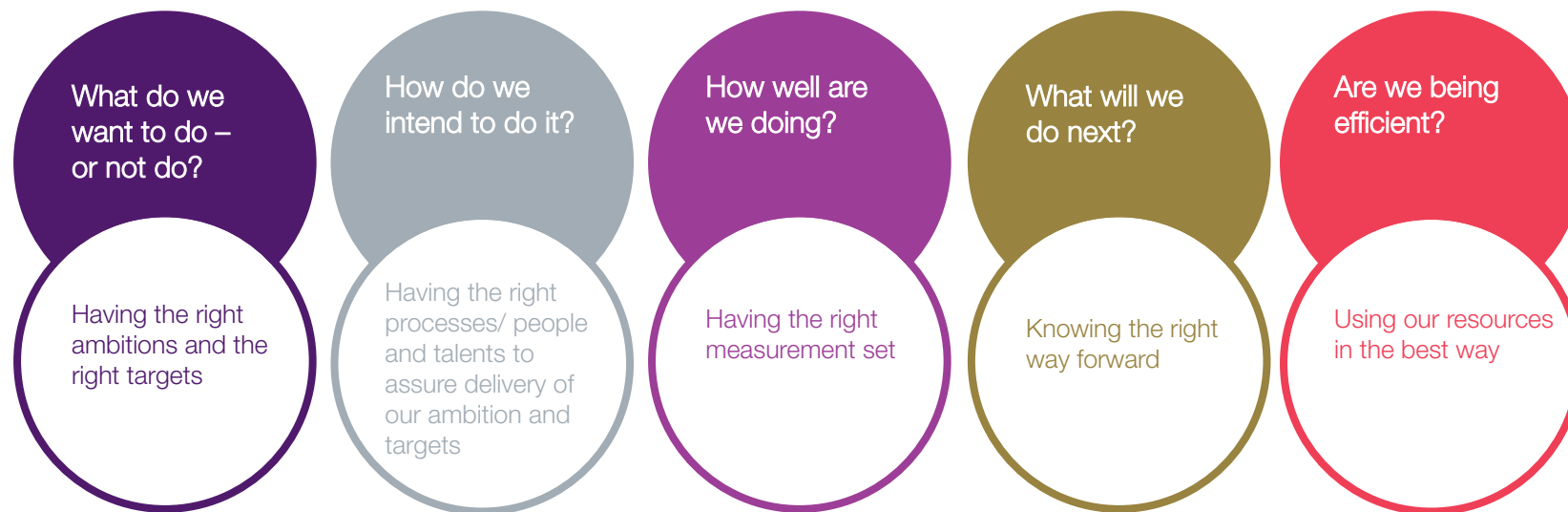
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## 1

## Introduction

- 1.1. Managing performance is part of everyday effective management and work practice, and should be integral to all that we do.
- 1.2. The purpose of this performance framework is to underpin how information, data and business intelligence is used within City of Wolverhampton Council in order to make decisions, drive service improvement and to ensure a consistent and robust approach to performance management throughout the organisation.
- 1.3. The aim of this document is to clearly explain the framework so that Councillors, managers, employees, partners and the public can easily understand how the council manages its own performance.
- 1.4. Performance management is the activity we go through when we set strategy and devise the governance, values, processes and controls to use our resources to deliver our objectives. It enables us to answer the following questions:





1.5 Management of performance is at the heart of service delivery – it is what drives performance improvement. Where it is effective decisions are made in an open and informed way, acted upon and reviewed to drive continuous improvement and learning. Where key elements of performance management are weak, or not in place, the basis for decision making is often unclear, ineffectively communicated and cannot be readily assessed by Councillors, employees or other stakeholders.

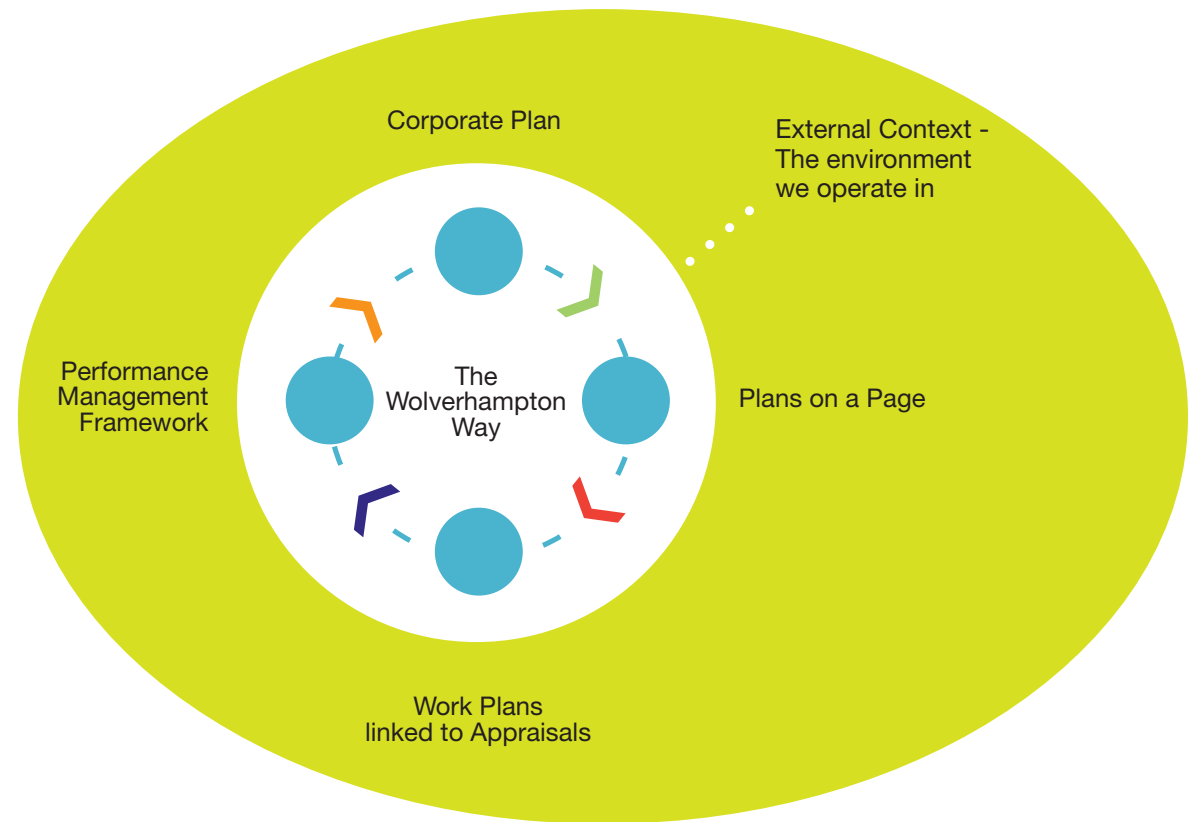
## 2

## Performance management at the City of Wolverhampton Council

- 2.1 Performance management is a key part of delivering our Corporate Plan. It is integral to creating a 'golden thread' to all that we do. Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met. This document sets out the process by which performance and outcomes are set, monitored and improved. Performance management is an integral part of everyday practice, and includes the use of business intelligence to ensure all our decisions are evidence-based.
- 2.2 Performance management underpins the delivery of all of our corporate plan priorities and objectives. It also specifically links to our priority of being a 'Confident and Capable Council', and the 'Future Performance' objective which sits alongside the six other objectives in the council's corporate transformation agenda.
- 2.3 The key aims and outcomes of the Future Performance corporate priority are:
- Establish and embed a strong performance and project management culture throughout the organisation
  - Improve the performance of the council in line with our corporate plan priorities
  - Facilitate the cross-organisation ownership of key issues such as the number of Looked After Children, as we work as one to serve our city
  - Ensure that decisions are being made based on robust evidence, supported by accurate and up to date management information
  - Improve the availability, quality and use of management information
  - Ensure that there are clear lines of accountability
- 2.4 Developing a strong culture and framework for excellent performance is at the heart of 'The Wolverhampton Way' - our strategic approach to delivery. Excellent performance starts with having a clearly articulated Corporate Plan, which sets out what our strategic priorities are for the city - a stronger economy, stronger communities, supported by a Confident Capable Council.

Our Corporate Plan articulates the seven outcomes we are working to achieve and the objectives which underpin these. Each objective has a more detailed 'plan on page', which is owned by a Director or Service Director and sets out the key things we need to do to achieve it. This will ensure clear leadership and accountability for performance across the council.

Underneath these 'plans on a page' there will be directorate, service, team and project plans which provide more detail on how we will deliver our key actions and business as usual services. Most importantly, every employee should understand how they contribute to, and are accountable for, the objectives in the Corporate Plan through their own individual work plans, set out in their annual appraisal.



2.5 Performance management contains six essential elements, which are addressed collectively through the council's C3 transformation programme:

**Culture and Behaviour**

How the council and its people behave; how their attitudes, knowledge and experience combine to deliver a motivated, high performing organisation that is willing to learn from itself and others to improve.

As part of our Future People objective, our Organisational Development (OD) Strategy sets out the behaviours which all employees will demonstrate, in order to deliver our mission of 'working as one to serve our city'. Our behaviours are summarised in PRIDE - in our city, in our council, in each other and in ourselves.

**Leadership and Direction**

How the Cabinet and senior managers behave in ways that guide and enable the council to perform; how they set and communicate a clear vision – based on the needs of the city.

The vision for the city and council is clearly articulated in the Corporate Plan, which is owned and led by the Cabinet and senior managers. Our Organisational Development (OD) Strategy, part of our Future People objective has a priority around leadership and management, supporting this aspect of performance management.

**Systems and Information**

How technology is used, from how the council uses it to support its business processes and its delivery to the collection, analysis and presentation of information in meaningful ways for management and stakeholders.

The council will use technology to support improved performance, as articulated in our Future Works objective. We will implement new systems and performance tools such as a business intelligence and analytics software to enable interactive dashboards and real time manipulation of data.

**Processes**

How policies are translated into practice – processes and procedures; how evidence-based decisions are made. This also includes the tools and methods used and the processes to support delivery of ambitions.

The council is continually reviewing our governance, policies and procedures so that they are fit for purpose, robust and effective and that there is appropriate delegation and compliance with corporate procedures. This supports our Future Practice objective.

**People**

How people are acquired, valued, managed and developed; how required skills and competencies are identified, assessed and accessed, how incentives are used to motivate our staff to deliver the council's ambitions.

The council has a revised appraisal system, to support all individuals to improve their performance, and understand their contribution to the delivery of our Corporate Plan. Our learning and development framework is a key part of our OD Strategy and Future People objective.

**Organisation**

How the council is managed, structured and governed; how relationships (internal and external) are managed; how strategy is set and cascaded throughout the council and how it is perceived by its stakeholders.

The Corporate Plan and the Wolverhampton Way document set out our strategy, and how we will deliver it. This is communicated clearly to our key stakeholders – both external and internal.



# 3

## Drivers for improved performance management

### 3.1 National & Regional Drivers:

- Legislative requirements and changes e.g. The Care Act
- National statutory returns and datasets as per the requirements on the single data list
- Financial challenge to local authorities
- External inspections such as Ofsted
- Integrated working via partnership boards and other initiatives e.g. The Better Care Fund
- Increased potential for devolution e.g. Combined Authority
- Black Country Local Enterprise Partnership
- Local Government Association Corporate Peer Challenge and other sector led improvement initiatives

### 3.2 Local Drivers:

- The Corporate Plan
- Medium Term Financial Strategy
- Organisational Development Strategy
- Making evidenced based decisions
- Monitoring the move towards outcome focussed service provision
- Understanding the needs of the City as a whole and those of individual communities

# 4

## What is performance management and why is it important?

- 4.1 Performance management is the way in which the council ensures that its goals and objectives outlined in the Corporate Plan are consistently being met in an efficient and effective manner. This is achieved by the systematic monitoring and evaluation of practice, policies and procedures and user outcomes. Robust monitoring also provides an early indication of any issues allowing priorities to be adjusted and resources moved where needed to ensure that objectives are met.
- 4.2 When performance management is seen as an integral part of everyday practice and is used effectively in conjunction with business intelligence it supports the economic development of the city and the improvement of services for the residents and community by developing a better understanding of their needs and evidencing that:
- Economic improvements are effective;
  - We are meeting our legislative requirements;
  - Effective and efficient services are being offered in a timely and cost effective manner, and that these are being developed and improved;
  - Which interventions and services work best and are most effective;
  - Outcomes are being improved by identifying gaps and issues within services offered;
  - Opportunities to make improvements through service planning, training and commissioning are identified;
  - Vulnerable children and adults are being kept safe from harm
  - Employees are supported in carrying out their jobs safely and effectively.
- 4.3 The City of Wolverhampton Performance Management Framework is based on the 'Plan – Do – Review-Revise' model of performance management.

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A successful council understands its area and its needs. This understanding is based on a detailed knowledge of key demographic data and customer intelligence, available resources, anticipated risks and levels of current performance. This knowledge is used to prioritise what needs to be done and from this, strategic objectives are developed to inform the Corporate Plan, our thematic ‘plans on a page’, directorate, service and team plans and balanced scorecards that will lead to delivery and improvement.

There needs to be proper systems and processes in place – such as performance planning – to support the delivery of improvement. Taking appropriate action, managing risk, and supporting and coaching people to achieve better performance improvement.

We need to understand the impact of our actions. Regular review meetings need to be held to assess the delivery of our plans and their associated balanced scorecards, the management of known risks and employee performance. Services should speak to users and stakeholders about their experience of using services. They should commission and evaluate customer surveys, analyse the cause of complaints and share the learning.

Use the lessons learned from review to change what is done. Where there is under performance commission recovery plans, where people are under performing understand why and help them to improve, identify new and emerging risks and objectives.

4.5 The key components of performance management at the City of Wolverhampton are summarised below:

Diagram 2 – Performance management – key components



# 5

## What is business intelligence?

- 5.1 Performance management is the overarching process which describes planning, the monitoring of performance, challenge and review and the revision of plans, however the main instrument that is used to undertake performance management is business intelligence.
- 5.2 Business intelligence is the term used to describe quantitative and qualitative data from internal systems, regional and comparative data and other information sources and the analysis that is done to understand what the data and information means. As well as informing performance management for monitoring purposes, business intelligence should also be used in day to day planning and strategic decision making ensuring that key decisions are evidence based.
- 5.3 Business intelligence can be presented to the business using a number of different tools including:
- Automated reporting sent via email or accessed via SharePoint
  - Excel and word based reporting
  - Balanced Scorecards
  - Static PDF dashboards



Diagram 3 – Business intelligence

# 6

## How will the performance management framework be implemented?

- 6.1 Performance management should be an integral part of everyone's everyday practice at the City of Wolverhampton Council. It is only through clear and accountable performance management, that the council will ensure its goals and objectives are being consistently met.
- 6.2 Teams, services, managers and leaders are all accountable for identifying key areas for improvement and implementing action plans and changes to processes to achieve better performance as part of their management responsibilities.
- 6.3 A central business intelligence function will work with Directors, managers and the business to identify relevant data sets, design and build reports, undertake research and analysis and suggest other relevant areas for reporting and monitoring. In short the function will be responsible for the provision and co-ordination of information, analysis and performance management challenge across the council.



# 7

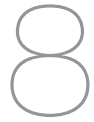
## Performance management cycle

Diagram 4 – Performance management cycle

- 7.1 Successful performance management relies on ensuring the performance management cycle is implemented in all business areas, at all levels, and in new strategies and initiatives. Adequate consideration of what information is available to evidence activities proposed, strategies and the decisions being made, is more likely to generate successful outcomes.
  
- 7.2 The performance management cycle (see diagram four) provides five steps to ensure that the goals identified from strategies and service planning are based on evidence of need; service delivery is monitored through availability of business intelligence and review is undertaken to identify whether goals have been met. The central Business Intelligence function will work with the business to implement the cycle.







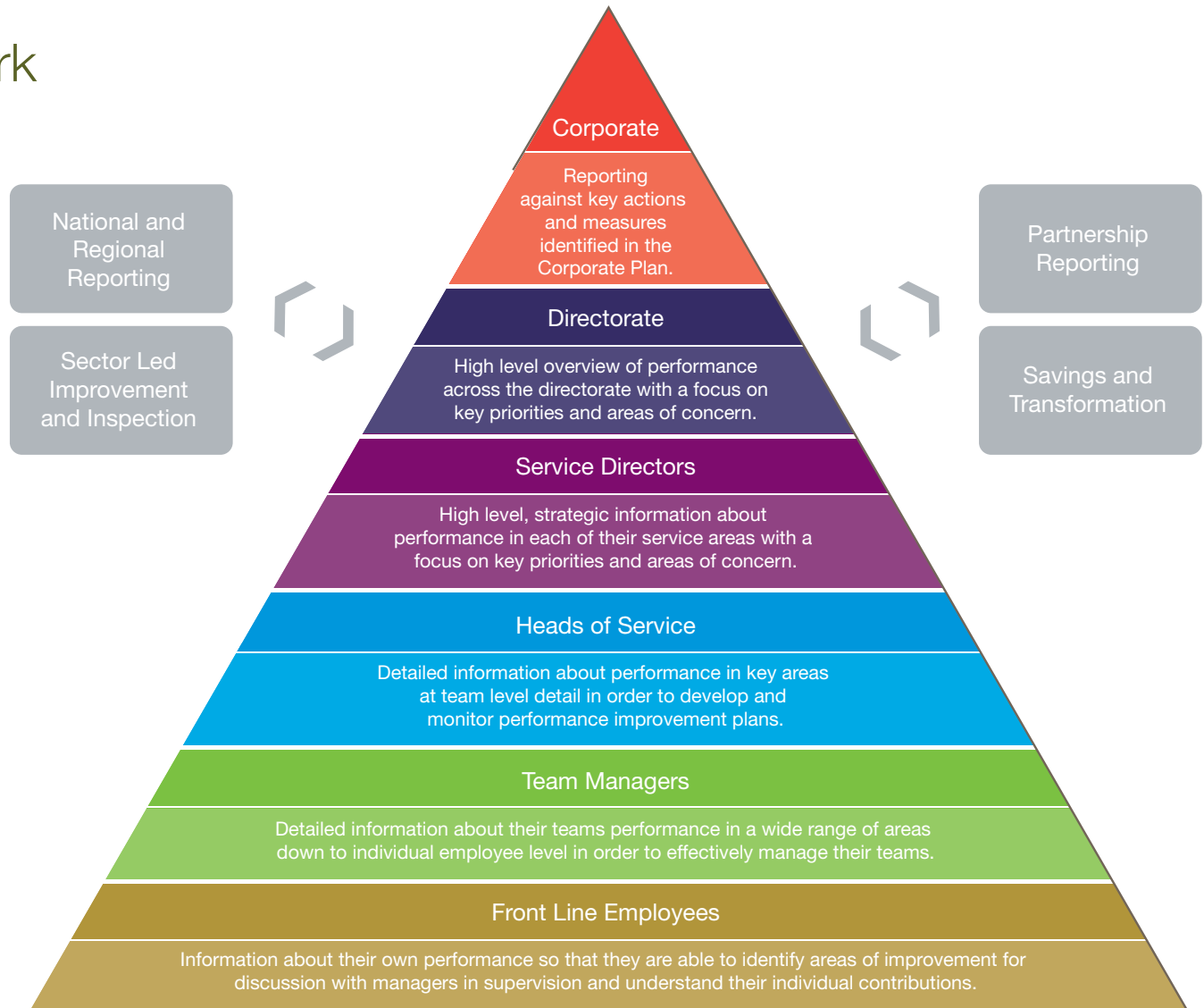
# Reporting framework

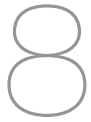
Diagram 5 – Regular reporting requirements

8.1 A successful performance management framework has, at its heart a robust reporting framework and relevant reporting tools that can address reporting needs at multiple levels. This:

- ensures that information provision is not disorganised
- embeds good quality information and robust performance management into the day to day management of the business.
- reduces the need for ad-hoc information requests

8.2 The different levels of regular reporting that are required are:





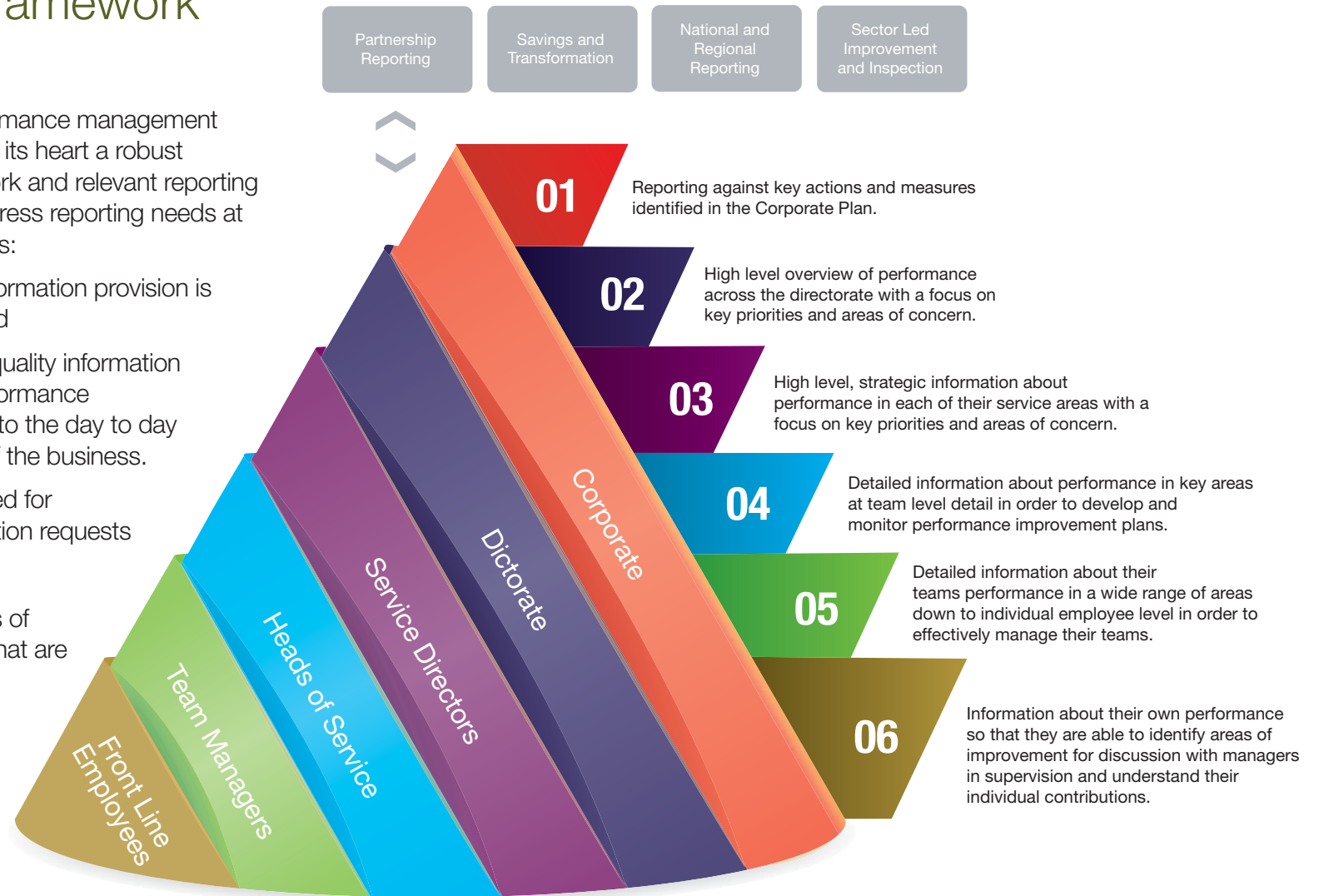
# Reporting Framework

Diagram 5 – Regular Reporting Requirements

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- reduces the need for ad-hoc information requests

8.2 The different levels of regular reporting that are required are:



- 8.3 A range of information will be included in reports drawn from a range of evidence based on the needs and requirements of the recipient. These areas include:
- Ward level data, to provide local context for Councillors, the public and officers;
  - National Indicators, including national and regional comparator information where available;
  - Measures from the corporate plan;
  - Local Key Indicators – these will reflect local priorities for the coming year;
  - Business Plans – ongoing monitoring of the measures within business plans;
  - Quality Assurance – regular reporting of the results of case file audits and monitoring of data quality issues, risk levels and usage;
  - Finance – including budget and savings target monitoring;
  - HR and employee data.

- 8.4 The frequency of reports will depend on the need, type and performance of a service or area. Whatever the frequency, it is important to ensure there is cyclical performance monitoring and an improvement cycle. Once data and intelligence is reviewed and discussed, plans for improvement should be agreed, with measurable milestones, then implemented and continually reviewed.

## 9

## Data quality

- 9.1 Effective performance management and improvement must be underpinned by a robust commitment to improving the quality, timeliness and accuracy of data. This will include a range of data both qualitative and quantitative, from within record management systems and paper records.
- 9.2 Data quality is one of the five pillars of the council's Information Governance Framework, which includes a specific Data Quality Policy that supports this Performance Management framework.



# Appendix A

## Key actions 2015-16

Action/Activity	Responsible Officer	Anticipated Outcome/Result	Timescales		Action/Activity
			Proposed Start Date	Proposed End Date	
Annual refresh of Corporate Plan and 'Plans on a Page'	Head of Transformation	Set strategic vision	December 2015	March 2016	Wider Leadership Team, Policy Officer
Leader's Annual report to Stakeholders for 2014-15	Head of Transformation	Increase accountability around performance	June 2015	September 2015	Wider Leadership Team, Policy Officer
Quarterly reports on Corporate Plan Measures to Cabinet and Scrutiny Board	Head of Transformation	Increase accountability around performance, key page of the 'review' stage of performance management	June 2015	March 2016	Policy Officer
Document methodology for each Corporate Plan measure	Head of Transformation	Improve data quality	June 2015	June 2015	Policy Officer
Procure and implement a business intelligence and analytics software solution, to work alongside other performance management software	Head of ICT	Improve use of technology and access to latest performance data	April 2015	September 2015	ICT and Transformation Teams involved in procurement, ICT Capital Programme
Establish thematic dashboard for each Corporate Plan objective	Head of Transformation	Improve use of technology and access to latest performance data	April 2015	September 2015	Transformation Team
Work with directorates to establish and develop a list of key service specific dashboards	Head of Transformation	Improve use of technology and access to latest performance data	April 2015	September 2015	Directorate Leadership Teams, Transformation Team

## Key actions 2015-16

Action/Activity	Responsible Officer	Anticipated Outcome/Result	Timescales		Action/Activity
			Proposed Start Date	Proposed End Date	
Produce a summary for managers on the key corporate reports available to them – on Finance, HR and other management information	Head of Transformation	Improve access to latest performance data	June 2015	July 2015	The Hub (Agresso) Transformation Team
Review the council's LIS – the external platform for data and information	Head of Transformation	Improve access to latest performance data	June 2015	March 2016	Transformation Team
Create a central business intelligence team/resource for the council	Head of Transformation	Improve use of council resources to deliver Future Performance priority	June 2015	November 2015	Wider Leadership Team, Transformation Team
Agree a suite of performance report templates for all council based management and performance reports	Head of Transformation	Improve consistency of performance reporting	June 2015	July 2015	Wider Leadership Team, Transformation Team
Procure infograph software	Head of Transformation	Improved performance reporting	June 2015	July 2015	Channel Shift

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