

## Report for Information

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**Report to** Executive  
11 June, 2008

**Report of** Deputy Chief Executive and Director – Corporate  
Resources

**Subject** Review of Performance Management – Audit Commission  
Report

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### Purpose

The purpose of this report is to present the findings of the Audit Commission study on the Council's performance management arrangements to the Executive, and to outline how the recommendations are being progressed.

### Recommendations

Executive are asked to note the report and the proposals for implementing the recommendations.

### Financial Consequences

There are no financial consequences of this report.

### Strategic Objective/Service Priorities

Effective performance management supports delivery of all Council objectives and priorities.

**Executive Member:** Resources and Governance

**Ward:** All.

### Contact Officers

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### Background Documents

# Report

## Review of Performance Management

1. Attached is the report on the study that the Audit Commission undertook on the Council's Performance Management arrangements. The Commission undertook this study in December 2007 at a time when a number of initiatives to improve performance management were underway. The report is therefore a snapshot in time and a good benchmark of where we were and will enable us to measure the extent of the improvements being delivered.
2. In relation to the recommendations, we have already been addressing these in a number of ways:
  - Service plans went through a challenge process to ensure that targets set by services were robust and Scrutiny had an opportunity to challenge plans
  - The corporate plan is being revised (see separate item on agenda) to ensure that greater emphasis is given to how services are implementing the Council's objectives and more sharply focused priorities. When complete this will require service plans and team plans to be re-visited when we will again look at the indicators and targets set, and the possible need for more local indicators.
  - Whilst service plans were costed the approach taken was inconsistent – we will be working with all services to ensure that the recommendation about fully costing service plans is implemented
  - The Council did make use of benchmarking when compiling service plans but again this was not consistent. We aim to strengthen the approach to benchmarking and to provide corporate support to ensure consistency.
3. In addition to the above we are:
  - Participating in a performance management best practice project run by PriceWaterhouseCoopers and are implementing lessons learned into our own arrangements
  - Refocusing the work of the Performance Management and Improvement Board to focus on high priority low performing areas and ensuring the Corporate Management Team manage non performance in other areas. This will ensure a stronger emphasis is given to the management of Performance Indicators. In addition Directors and Heads of Service are being made accountable for delivery through the appraisal process
  - Making better use of performance champions within services
  - Working with the City of Norwich Partnership to improve its performance management arrangements
  - Implementing recommendations made for improvement in the IDeA Peer

review

- Reviewing the medium term financial strategy
  - Significant progress has been made on the equality and diversity agendas
4. With regard to the recommendation made about complaints, Officers have developed in draft a new complaints procedure which will be run through Comino and which will support the capture, analysis and use of complaints. Complaint data will be reported at various levels within the Council to enable services to learn from complaints and to use them to drive service improvement. This is planned to be implemented in September 2008.