

# **PDP PERFORMANCE MANAGEMENT FRAMEWORK**

## **Introduction**

This is a framework which sets out the principles on how PDPs will be performance managed and forms part of the Council's wider performance management drive .

The purpose of this framework is to establish a robust process to ensure actions and targets set out in the Priority Delivery Plans are monitored and delivered effectively.

This framework also provides guidance to Policy Development Committees (PDCs) on how PDCs can performance manage their respective PDP to ensure that the actions and targets stated therein are delivered in accordance with the timescales specified..

## **Why have PDPs been introduced?**

PDPs have been introduced to provide a more robust planning framework. They provide the 'golden thread' between the Council's Corporate Plan and Service Delivery Plans to ensure that the Council's priorities are systematically planned and resourced.

With a more robust planning framework in place we now need to ensure that the priorities will be monitored and reported in a systematic way so that we know if we are on track to deliver.

## **The Corporate Plan 2009-2012**

The Corporate Plan 2009-2012 was approved by Council on the 29<sup>th</sup> April 2009 and sets out the Council's priorities for the next 3 years which are as follows:

Children, Young People and Families  
Healthier Communities, Housing and Older People  
Access to Education, Skills and Employment  
Safe, Strong and Cohesive Communities  
Environmental Sustainability and,

Corporate Improvement

## **Priority Delivery Plans**

For each Council priority (**CHASE C**) we now have a PDP which sets out how the Council priority will be delivered.

## **PDPs**

Children, Young People and Families  
Healthier Communities Housing and Older People  
Access to Education, Skills and Employment  
Safe, Strong and Cohesive Communities  
Environmental Sustainability and,

Corporate Improvement

The PDPs detail the actions and performance indicators which will be monitored and reported to ensure that we are on track to deliver the Council's priorities.

Progress against delivery of the PDPs will be reported to DMT, Scrutiny and the appropriate Policy Development Committee. Any partnership related information will also be reported through the Local Strategic Partnership.

**Do officers still need to update the information for Local Indicators on the shared drive?**

Yes. Local indicators are still a valuable management tool and as such should be reported for use within Directorates as a tool to monitor delivery of service objectives and improve service performance. The file path for updating Local Indicators is: [S:\CorporateMonthlyPerformanceReturns](#)

The spreadsheets which include the Local Indicators have been updated for 2009-2010 but local targets will need to be updated as appropriate. For help or support in updating your targets please call Katie (4350) or Mark (4555) who may be able to provide you with other local authority data, wherever possible, for benchmarking purposes.

Within the PDPs only a small number of Local Indicators will be used to monitor performance as our challenges are already covered by the National Indicator Set.

## **Priority Delivery Plan Performance Management Framework**

### **How frequently are the PDPs to be reported?**

#### **Six weekly**

All six Priority Delivery Plans (PDPs) will be reported every six weeks (in between the quarterly report) to DMT only.

The six weekly progress update will provide DMT with a brief progress update of the current situation in relation to delivery of actions and performance indicators within PDPs.

#### **Quarterly**

All six Priority Delivery Plans (PDPs) will be reported quarterly (every twelve weeks) to DMT and to the Scrutiny Committee.

Policy Development Committees will also receive the appropriate PDP relevant to the Committee i.e. Children, Young People and Families PDC will receive the Children, Young People and Families PDP. The Policy Development Committee cannot scrutinise performance but can refer performance issues to the Scrutiny Committee for further investigation.

The quarterly report will be more comprehensive and any action or performance indicator classified as Red or Amber will require an exception report to be produced to be provided by the officer responsible for the action (the Action Officer) or PI (the PI Officer) to DMT, Scrutiny Committee and the Policy Development Committee to explain what is being done to bring progress back on track.

The quarterly report will also include an update in relation to progress against the Risk Register. This information will be provided by the Risk Owner.

**(N.B. an exception report is not required for a Red/Amber action or PI at the six weekly update – only for the quarterly report)**

#### **Annually**

An annual report will be reported to DMT, Scrutiny Committee and Full Council in relation to the delivery of actions and performance indicators. The annual report will also include an evaluation of actions and performance indicators by the Action/PI Officer to identify what difference the action/PI has brought about i.e. the outcome.

## **What is to be reported from the PDPs?**

### **Actions**

Each PDP has a set of Challenges. A set of **actions** have been developed for each PDP to support the delivery of these Challenges.

Progress against those actions listed within the 'What We will Do' section of each PDP will be reported by the Action Officer (the officer responsible for reporting against the relevant action).

Actions will need to be updated every six weeks for the six weekly progress report and also on a quarterly basis for the quarterly report using the traffic light assessment method. Comments on progress in relation to the action must be entered for all actions regardless of their traffic light rating.

**Action Officers will need to identify specific completion dates for all actions included within the PDPs, wherever possible, so that DMT and Scrutiny can track progress more readily.**

### **Performance Indicators**

In addition to reporting progress against actions the **performance indicators** which form part of the PDP will also be reported. Many of the indicators will only be available on a quarterly/annually basis due to the frequency of reporting.

The District Local Area Agreement targets and the Sustainable Community Strategy targets form part of our PDPs and as such will be reported both internally through the Council and externally through the Local Strategic Partnership.

The key performance indicators included within the PDPs (including all those National Indicators which we are responsible for, District LAA targets and SCS targets and any Local Indicators) will be reported by the PI Officer (the PI Officer is the officer who is accountable for the performance indicator) on a monthly, quarterly and annual basis dependent on how frequently the indicator is reported.

Performance indicators will be updated every six weeks for the six weekly progress report and also on a quarterly basis for the quarterly report using the traffic light assessment method.

**A 'Comments' field will also enable the PI Officer to provide specific commentary in relation to performance. Comments must be entered for all indicators so that where performance has exceeded target success can be celebrated. An estimated outturn must also be provided to indicate what is likely to be achieved by year end.**

The District LAA targets and SCS targets will be taken to the Local Strategic Partnership Executive Board on a quarterly basis.

For the quarterly report any performance indicator classified as Red or Amber will require an exception report to be produced which will be provided by the PI Officer to DMT, Scrutiny Committee and Policy Development Committees in relation to what is being done to bring progress back on track.

For those LAA indicators which we do not collect the data for and where there are no disaggregated targets or data the County exception reports will be used.

## **Risk Management**

Progress against the actions highlighted within the **risk register** will be reported quarterly in line with our corporate risk management arrangements.

The actions which are set out within the risk register for each PDP are to be progress reported quarterly by the Risk Owner (the officer who is responsible for delivering against the actions set out in the Risk Register).

The risk register actions will need to be updated by the Risk Owner quarterly using the traffic light assessment method.

The updated risk register will form part of the quarterly report which will be taken to DMT and the Scrutiny Committee.

A Progress column will enable Risk Owners to provide an update on those actions included within the Risk Register. **For the quarterly report any risk register action classified as Red or Amber will not require an exception report to be produced but will require a brief update on what is being done to progress the action.**

## **Finance**

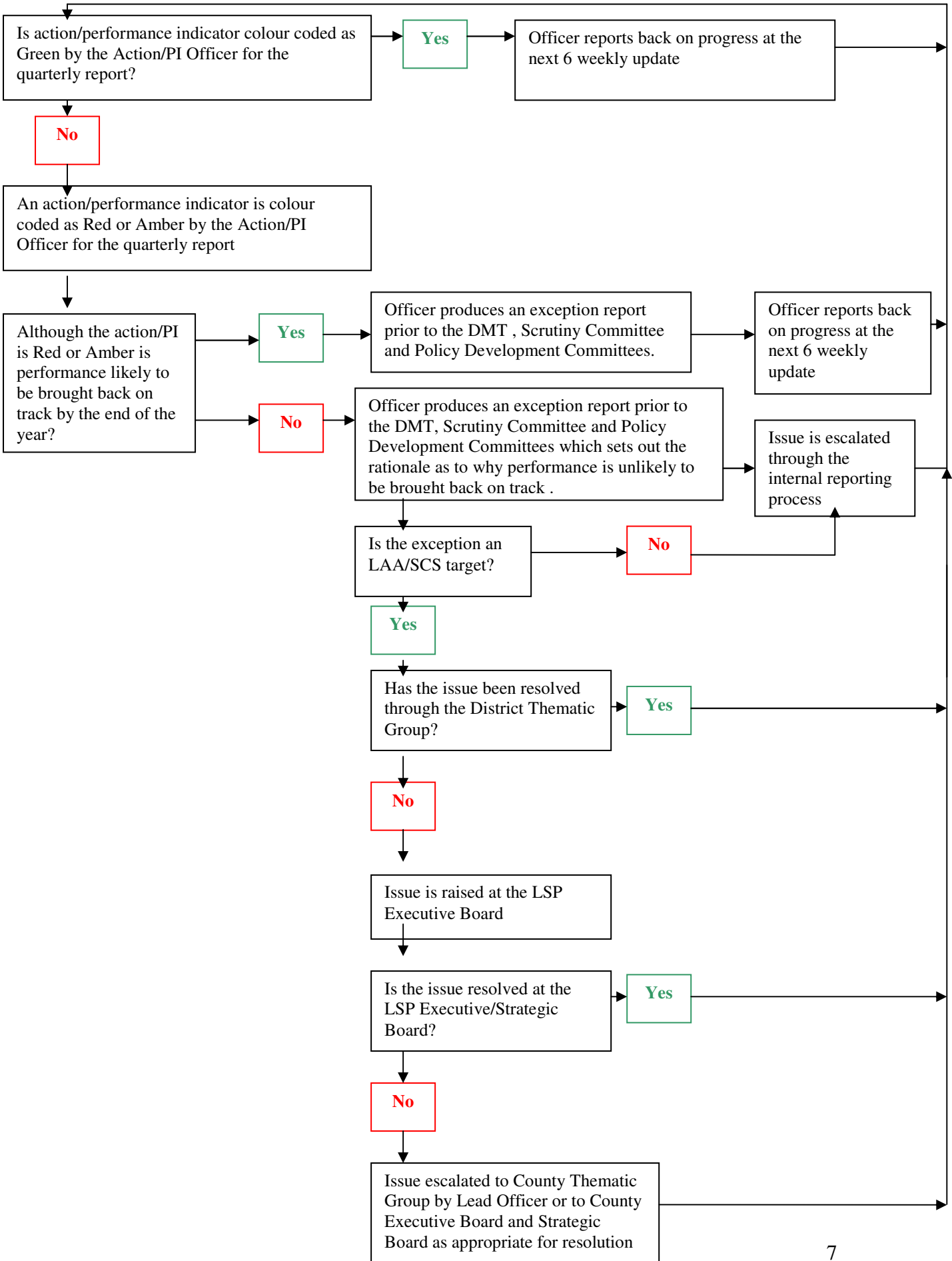
A financial overview will be provided quarterly from the Finance Team which will identify any significant variance to budget in relation to the budget assigned for delivering each respective PDP.

## How will we report progress for the PDPs?

Progress will be reported using the traffic light assessment method shown below for actions, PIs and risk actions.

<b>Green</b>	<b>Amber</b>	<b>Red</b>
The action/PI/risk action is making significant progress towards achieving target.  Target is achieved or action completed.	The action/PI/risk action is making some progress towards achieving target.	The action/PI/risk action is failing to meet the target.  The work to progress the action/PI/ risk action has not commenced.

# PDP Quarterly Escalation Process



## **What is the role of the Policy Development Committee in receiving PDP Reports?**

The PDCs will receive a performance report for their respective Priority Delivery Plan on a quarterly basis. The PDC will review the quarterly performance report and should have regard to this Performance Management Framework, in conjunction with the PDCs terms of reference, in determining its work priorities.

## **How will Policy Development Committees performance manage the PDPs?**

The work undertaken by PDCs will be driven by the Performance Management Framework.

The PDCs will:

- Primarily focus and consider any RED exception reports (received as part of the quarterly performance report). The work of the PDC should be focused around these RED exception reports with a view to exploring how the PDC can effectively utilise policy development (and other measures falling within their scope and remit) to address and overcome any identified RED issues (which must take precedence over other matters).
- Consider any AMBER exception reports, subject to capacity, (received as part of the quarterly performance report) with a view to exploring how the PDC can effectively utilise policy development to address the AMBER issues.
- Actively undertake any tasks/work required by the Scrutiny Committee or Audit and Governance Committee.

As set out in the PDCs terms of reference the PDCs should have regard to referring matters to the Scrutiny Committee, where it is considered appropriate and/or necessary to do so in order to help delivery PDP targets and/or actions.

## **If an action or target needs to be revised how can this happen?**

In exceptional circumstances an action/target can be revised. It is envisaged that through the PDP escalation process and exception reporting process that the evidence to suggest whether and why a action/target should be revised is made clear.

On consideration of the evidence (via the exception report) the Cabinet Portfolio Lead and Lead DMT Member will consult the Scrutiny Committee on the revision of any action/target. If the target is an LAA District target then this would need to be agreed at the County level.

## **What if actions need to be added to the PDP?**

If actions need to be added to the PDP then this can be done at the discretion of the Lead DMT Member in consultation with the Cabinet Portfolio Lead, providing the new action does not



result in any action having to be withdrawn from the PDP as a result of its inclusion or have any cost/resource implications. If, as a result of this new action an action must be withdrawn from the PDP or there are cost/resource implications then this would have to be considered by the Cabinet Portfolio Lead and Lead DMT Member through the Council's annual Delivering Change process.

PDCs are entitled to make suggestions with regards the amendment or inclusion of additional actions and/or targets as it may consider appropriate. Careful consideration should however be given to Member, Officer and/or partner capacity and any wider implications such as financial and legal issues.

## **Who is responsible for updating the Actions, Performance Indicators and Risk Register Actions?**

The Action Officer, PI Officer and Risk Owner are responsible for updating their respective information.

It is the responsibility of the PDP owner (Lead Member of DMT) and the supporting Lead Officer (shown below) to ensure that actions, performance indicators, exception reports and risk register actions are completed by the respective Action Officer, PI Officer and Risk Owner in readiness for the 6 weekly progress report and for the full quarterly performance report.

<b>Name of PDP</b>	<b>Lead Member of DMT for PDP</b>	<b>Lead Officer for PDP</b>
Children, Young People and Families	Director of Organisation Improvement	Head of Leisure and Major Projects
Healthier Communities, Housing and Older People	Director of Service Improvement	Head of Environmental Health
Access to Education, Skills and Employment	Director of Organisation Improvement	Head of Planning and Regeneration
Safe, Strong and Cohesive Communities	Director of Service Improvement	Community Safety Manager
Environmental Sustainability	Director of Service Improvement	Head of Environmental Services
Corporate Improvement	Chief Executive	Head of Governance and Organisation Development

For the quarterly performance report the Lead Officer for each PDP in conjunction with the Lead Member of DMT will provide an overview of performance (by answering 4-5 key questions) in respect of the PDP as a whole to the Performance Manager. The Performance Manager will collate all of the information into a report for DMT and for the Scrutiny Committee.

- Overall what is performance looking like across the PDP? Are we on track to deliver on our priorities?
- What are the key performance improvements (Green actions/Pis/risk actions) that have taken place over this quarter and how has this performance improvement led to improved outcomes?

- If performance is not on track during the quarter (reds, ambers) what are the performance issues, whose responsibility is it, why has it occurred and what action is being taken to ensure this performance improves?
- Financial and resource information. What are the risks to delivery? If resources require re-allocation or if additional resources are required to address performance issues, what are they and does it represent the best value for money or the most effective use of that resource?

The Performance Manager will collate the information which is provided by the Officers into a report for DMT and the Scrutiny Committee.

### Reviewing the Reporting Process

The PDP reporting process will be subject to review to ensure that it is fit for purpose in performance managing our priorities.

## Reporting Timetable for PDPs (2009/10)

	<b>QUARTER 1 (April – June inc)</b>
8 <sup>th</sup> June	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for 6 weekly update report
11 <sup>th</sup> June	Papers sent out to DMT
<b>16<sup>th</sup> June</b>	<b>DMT receive 6 weekly update report</b>
23 <sup>rd</sup> June	Following receipt of 6 weekly update report DMT to discuss any exceptions as appropriate
w/c 29 June	Directors to meet with Chief Executive to discuss key issues from 6 weekly update report

21 July	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for Q1 Committee Report; LAA data received from County
28 July	Thematic P'ships to meet/review Partnership progress
6 August	Papers sent out to DMT
<b>11 August</b>	<b>DMT receive Q1 Committee Report</b>
18 <sup>th</sup> August	Following receipt of Q1 Committee report DMT to discuss any exceptions as appropriate
w/c 24 August	Directors to meet with Chief Executive to discuss key issues from Quarter 1 Committee report
26 August	Executive Board receive Q1 Report
7 September	Scrutiny Committee receive Q1 Committee Report
14-24 <sup>th</sup> September	Policy Development Committees receive relevant sections of Q1 Report i.e. Children, Young People and Families PDC receive the Children, Young People and Families Q1 Report

	<b>QUARTER 2 (July – Sept inc)</b>
14 September	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for 6 weekly update report
17 September	Papers sent out to DMT
<b>22 September</b>	<b>DMT receive 6 weekly update report</b>
29 <sup>th</sup> September	Following receipt of 6 weekly update report DMT to discuss any exceptions as appropriate
w/c 5 October	Directors to meet with Chief Executive to discuss key issues from 6 weekly update report
21 October	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for Q2 Committee Report; LAA data received from County
28 October	Thematic P'ships to meet/review Partnership progress
5 November	Papers sent out to DMT
<b>10 November</b>	<b>DMT receive Q2 Committee Report</b>
17 <sup>th</sup> November	Following receipt of Q2 Committee report DMT to discuss any exceptions as appropriate
w/c 23 November	Directors to meet with Chief Executive to discuss key issues from Q2 Committee report
7 December	Scrutiny Committee receive Q2 Committee Report
9 December	Executive Board receive Q2 Report
21 December	Strategic Board receive Q2 Report
16 December – 12 <sup>th</sup> January	Policy Development Committees receive relevant sections of Q2 Report i.e. Children, Young People and Families PDC receive the Children, Young People and Families Q1 Report

	<b>QUARTER 3 (Oct – Dec inc)</b>
14 <sup>th</sup> December	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for 6 weekly update report
18 <sup>th</sup> December	Papers sent out to DMT
<b>22<sup>nd</sup> December</b>	<b>DMT receive 6 weekly update report</b>
5 <sup>th</sup> January	Following receipt of 6 weekly update report DMT to discuss any exceptions as appropriate
w/c 11 <sup>th</sup> January	Directors to meet with Chief Executive to discuss key issues from 6 weekly update report
22 <sup>nd</sup> January	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for Q3 Committee Report; LAA data received from County

29 <sup>th</sup> January	Thematic P'ships to meet/review Partnership progress
4 <sup>th</sup> February	Papers sent out to DMT
<b>9<sup>th</sup> February</b>	<b>DMT receive Q3 Committee Report</b>
16 <sup>th</sup> February	Following receipt of Q3 Committee report DMT to discuss any exceptions as appropriate
w/c 22 February	Directors to meet with Chief Executive to discuss key issues from Q3 Committee report
25 <sup>th</sup> February	Executive Board receive Q3 Report
8 <sup>th</sup> March	Scrutiny s Committee receive Q3 Committee Report
15-25 <sup>th</sup> March	Policy Development Committees receive relevant sections of Q3 Report i.e. Children, Young People and Families PDC receive the Children, Young People and Families Q1 Report

	<b>QUARTER 4 (Jan – Mar inc)</b>
15 <sup>th</sup> March	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for 6 weekly update report
18 <sup>th</sup> March	Papers sent out to DMT
<b>23<sup>rd</sup> March</b>	<b>DMT receive 6 weekly update report</b>
30 <sup>th</sup> March	Following receipt of 6 weekly update report DMT to discuss any exceptions as appropriate
w/c 5 April	Directors to meet with Chief Executive to discuss key issues from 6 weekly update report
23 <sup>rd</sup> April	Deadline for all actions and performance indicators updated by action/PI Officers on the shared drive for Q4 Committee Report; LAA data received from County
30 <sup>th</sup> April	Thematic P'ships to meet/review Partnership progress
6 <sup>th</sup> May	Papers sent out to DMT
<b>11<sup>th</sup> May</b>	<b>DMT receive Q4 Committee Report</b>
18 <sup>th</sup> May	Following receipt of Q4 Committee report DMT to discuss any exceptions as appropriate
w/c 24 May	Directors to meet with Chief Executive to discuss key issues from Q4 Committee report
9 <sup>th</sup> June	Executive Board receive Q4 Report
24 <sup>th</sup> June	Strategic Board receive Q4 Report
Date TBC	Scrutiny Committee receive Q4 Committee Report
Dates TBC	Policy Development Committees receive relevant sections of Q4 Report i.e. Children, Young People and Families PDC receive the Children, Young People and Families Q1 Report
Date TBC	Council receive Q4 Committee Report

## Six Weekly Update - An example of reporting the Performance Indicators within a PDP

Children, Young People and Families											
Indicator Progress Report											
Indicator reference code	Polarity	Measurement	Definition	Baseline 2008/9	Previous Outturn	2009/10 Target	April	May	June	Est Outturn	Red/Amber/Green & Comments
<b>Reported Monthly</b>											
CYPF7 BVP117 0a	High	Num	Visits to and usage of museums and galleries (per 1000 population)	Annual target 47,200	54,606	54,000	4,000	5,000	6,000	59,000	Usage rates are set to achieve the annual target.
CYPF8 BVP117 0b	High	Num	Visits to and usage of museums and galleries in person	Annual target 40,600	44,689	44,000	4,000	5,000	4,000	48,000	Usage rates are set to achieve the annual target.

**Six Weekly update – An example of reporting  
the Actions**

Children, Young People and Families PDP			
Actions Progress Report			
Challenge 1: To increase participation in sport and physical activity			
How	When	Who	Red/Amber/Green Progress
To introduce Free swimming for those aged 16 and under and 60 and over from 1 April 2009 for two years (national policy)	From April 1st 2009	Chase and Rugeley Leisure Centres Leisure Services Manager	Free swimming sessions have now been rolled out across the District's leisure centres
To develop an evidence based strategy for Indoor and Outdoor Sports and Physical Activity	Strategy developed by May 2009	Corporate Director	Development of the strategy has not commenced due to limited capacity. A Sports Strategy Development Officer is being recruited who will be progressing this strategy.

**Quarterly Report – An example of reporting the  
Performance Indicators**

Access to Education, Skills and Employment												
Indicator Progress Report												
Ref code	Polarity	Measurement	Definition	Baseline 2008/9	Previous Outturn	2009/10 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Est Outturn	Red/Amber/Green & Comments
<b>Reported Quarterly</b>												
AESE10 Local	High	%	Percentage employed in targeted clusters.	48%	46.4%	41%	39%				38%	Please see exception report
AESE12 Local	High	%	Secure creation of 750 new jobs within the District over a 2 year period.	242 (Qtrs 1-3 2008/09)		375	20					Please see exception report

**Quarterly Report – An example of reporting the Actions**

<b>Access to Education, Skills and Employment</b>			
<b>Action Progress Report</b>			
<b>Challenge 2: To Continue Attracting Investment into the District</b>			
How	When	Who	Red/Amber/Green Progress
Ensure sufficient employment land is identified within the Local Development Framework through the inclusion of new employment sites in LDF proposals.	By August 2009	Economic Development Manager and Principal Economic Development Officer	Please see exception report



Exception Report	
Name of PDP	Access to Education, Skills and Employment
Name of Lead Member of DMT	Director of Organisation Improvement
Name of Officer responsible for Action/PI	Economic Development Manager and Principal Economic Development Officer
Description of Action or Performance Indicators which is Red/Amber	Ensure sufficient employment land is identified within the Local Development Framework.
Why is the Action/PI Red/Amber?	Text here which sets out why the action is Red
What has been done to improve progress in this area?	Text here which sets out what has been done to improve progress
What is being planned to improve progress in this area?  By when? (please include deadlines)	Text which sets out the actions/plans to support improvement in this area and by when
Are there any limitations/ blockages preventing progress in this area?	Text to identify any limitations/blockages
Is there a requirement for additional resources? If yes, why? What impact will this have? Will it need to be endorsed by a DMT and Cabinet Member?	No
Is this an exceptional circumstance which requires a revision to the action/target? If yes Cabinet Portfolio Lead and Lead DMT Member to consult the Scrutiny Committee.	

