

**TO: EXECUTIVE OVERVIEW AND SCRUTINY COMMITTEE**

**SUBJECT: IMPROVEMENTS TO THE PERFORMANCE MANAGEMENT SYSTEM**

**FROM: PERFORMANCE AND POLICY SERVICES**

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**1. RECOMMENDATIONS**

- 1.1 That members are asked to
- 1.1.1 note and comment on the performance reporting format (see appendix 1) that has been in operation since 2004 and
- 1.1.2 comment on some options for change.

**2. REASONS FOR RECOMMENDATIONS**

- 2.1 Warwick District Councils Performance Management System is used to;
- Provide a tool for monitoring and managing continuous performance improvement
  - Ensure individual performance is linked to the strategic focus of the Authority
- 2.2 At present the Performance Management system provides the Council with a mechanism for measuring its performance against a set of indicators and for reporting on performance on a quarterly basis.

The Performance Management;

- targets are integrated with the Corporate Strategy
- targets link with the service plan process - through performance indicators and targets
- framework manages performance at a team and individual level to ensure links between what people actually do and the Council's priorities
- framework works to improve performance and to contribute to the Council's ambition of Achieving Excellence
- system monitors and review what we are achieving more effectively
- system enables staff and managers to own and use performance indicators effectively
- system is integrated with resource allocation (finance and staff)

**3. PROPOSALS**

- 3.1 Members are asked to consider the following proposals and comment on any additional improvements to the performance reporting format.
- 3.2 The way the report is produced and the information shown impacts on how easily it can be understood assimilated and acted upon by Councillors, Officers and the public. It is therefore important that a balance between clarity and simplicity and on the other hand comprehensive and detailed on the other needs to be established.

- 3.2.1 Graphical representation of results – It is currently planned to develop the existing system to graphically present performance targets against performance results and against performance history.
- 3.2.2 Colour representation of performance results. Members are asked to consider the proposal of colour graphs and colour representational results (i.e. under performing targets will be printed in red). Due to the large scale of printing this will represent an increased cost of approx. £500.00 per committee.
- 3.2.3 Currently the result icons are presented as chevrons;
- Targets
    - ^ on or above target
    - < within 10% of target
    - V below target
  - Comparative Performance
    - ^ performance within best quartile
    - < performance within mid quartiles
    - v performance within worst quartiles
  - Trend over time
    - ^^ continuous improvement over 3 years
    - ^ improvement since equivalent data last year
    - < static
    - v decline since equivalent data last year
    - v v continuous decline in performance over 3 years

Result icons could be graphically represented as traffic lights (see examples in appendix 2) or over performance related symbols.

This would require the re-development of the current performance system and would require the purchase of a new IT Performance Management System costing in excess of £15,000. The system would allow the integration of back office core and non-core system to generate performance results in real-time. The reports could be presented in a number of ways. It is not recommended to pursue this proposal at this time.

- 3.2.4 Members have requested some minor amendments to the current performance management reports. Appendix 3 shows the proposed amendments which includes increased historical performance.

David Carter  
Policy and Performance Support Officer

## BACKGROUND PAPERS

None

<b>Areas in District Affected:</b>	All Wards
<b>Executive Portfolio Area:</b>	All
<b>Portfolio Holder:</b>	All
<b>Scrutiny Committee:</b>	All
<b>Key Decision</b>	Yes
<b>Included in the Forward Plan</b>	Yes

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