

Castle Point Borough Council adopts Performance Driven Management (PDM)

Castle Point Borough Council needed to take steps to improve its service delivery and achieve sustainable continuous improvement.

To do this, it has embraced the concept of Performance Driven Management (PDM).



Like all Local Authorities, Castle Point Borough Council is continually working to improve the quality of services provided to its residents.

At present it is developing a Community Strategy, in partnership with many other organisations, so that services to the community are increasingly integrated.

The clear goal is to provide effective “joined-up” services to the community.

When creating a culture of continuous improvement it is very important to establish both the strategic and tactical infrastructure to empower that improvement. However, knowing how to achieve that is easier said than done.

What Europartnership delivered was a programme called Performance Driven Management (PDM). PDM is a leadership approach that is dedicated to giving an organisation the ability to manage and maintain continuous improvement.

The Performance Driven Management programmes consistently delivered four key outcomes:

1. confirming and consolidating the Council’s vision and objectives (plus contrasting these with current and expected performance)
2. identifying strategies for closing the gaps preventing the fulfilment of those objectives
3. developing action plans based on that strategy (starting from current capabilities and capacities)
4. identifying the performance measures that clearly, and precisely, indicated progress towards achieving the objectives.



In Castle Point's case, there were three areas in which it wished to immediately re-evaluate and clarify its objectives, priorities and planning.



Management view of the approach:

"PDM has really helped us with the change process," remarks Barry Rollinson, CEO for Castle Point Borough Council. "It has helped us in our ambition to become a 'can-do' Authority, as opposed to one that always has reasons why it can't do something. I was extremely pleased with the positive affects on my staff and their work."

"PDM has made people identify the indicators which are most valuable to the delivery of their service. It's widened their understanding and knowledge, as well as dramatically improving their overall team work," said John Hunter, Head of Strategic Policy and Performance at Castle Point Borough Council.

"People are really starting to take ownership of their roles and the resulting service levels."

First to go through the PDM programme were Leisure, Revenue & Benefits and the Corporate Management Team.

This took the tried and tested format of 3 workshops (totalling 5 days). The PDM programme also included preparatory consultancy to agree objectives as well as on-site review meetings between workshops.

The success of the first programme encouraged Castle Point Borough Council to extend PDM to all other areas of the organisation. It has ultimately provided something extremely valuable to the Authority and, as a result, issues of a cross cutting nature are being dealt with using the approach and technique of the PDM programme.



PDM is a programme developed specifically for use within public sector organisations. It integrates service delivery requirements and targets with corporate vision, strategy, resource considerations and statutory demands.