



Report of the Head of Communications & Marketing

Special Audit Committee – 26 May 2020

Performance Management Framework

Purpose:	The report presents the Council's Performance Management Framework.
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For Information	

1.0 Introduction

- 1.1. The Council's Performance Management Framework (the 'Framework') is in place to ensure that the Council's key priorities are planned, embedded and communicated throughout the Council and to other stakeholders and is monitored for delivery.
- 1.2 This report provides the Audit Committee with an introduction to the Framework and where it fits into the Council's overall governance arrangements.

2.0 Legislative background

- 2.1 The Framework encompasses a number of different elements, which are underpinned by two main pieces of legislation: the Local Government (Wales) Measure 2009 and, more recently, the Well-being of Future Generations (Wales) Act 2015.
- 2.2 The Local Government Measure 2009 places the Authority under a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

2.3 The Well-being of Future Generations Act 2015 places public bodies in Wales under a duty to think about people now and in the future when they make their decisions.

2.4 This means that the Council's Framework is primarily concerned with sustainable planning and improvement and accountability, which are key components of good corporate governance.

3.0 The Performance Management Framework and Governance

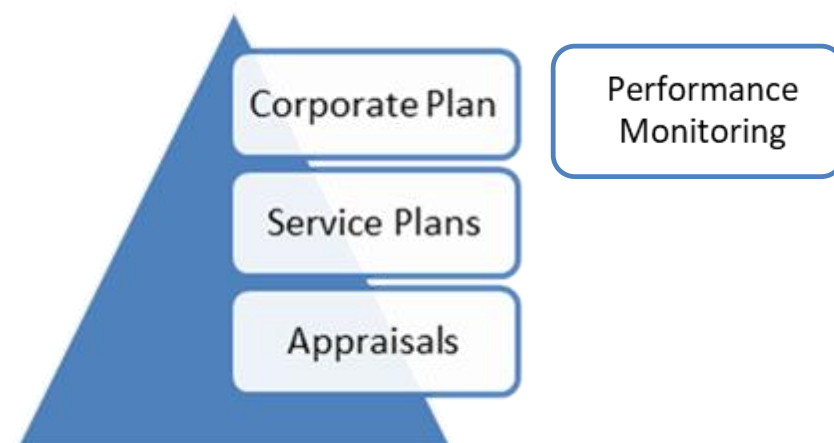
3.1 The legislative underpinnings mean that the Council's Framework is a key element of the Council's Governance arrangements and the principles of good governance based on the "*Delivering Good Governance in Local Government*" framework published by CIPFA and SOLACE in 2016, especially the following principles:

- defining outcomes in terms of sustainable economic, social and environmental benefits;
- determining the interventions necessary to optimise the achievement of the intended outcomes;
- managing risks and performance through robust internal control and strong public financial management;
- implementing good practices in transparency, reporting and audit to deliver effective accountability.

3.2 This is described in more detail within the Council's Annual Governance Statement.

4.0 Elements of the Performance Management Framework

4.1 A diagram illustrating the Council's Framework is set out below:



4.2 Corporate Plan

4.2.1 The Council has an obligation to establish 'Well-being Objectives' under the Well-being of Future Generations Act and 'Improvement

Objectives' under the Local Government Measure 2009; these Objectives are set out in the Council's Corporate Plan.

- 4.2.2 The Corporate Plan describes the Council's six Well-being and Improvement Objectives and the steps being undertaken to meet these Objectives. The Plan outlines how these Objectives contribute to the seven national Well-being Goals outlined in the Well-being of Future Generations Act.
- 4.2.3 The Plan also sets out how the Council is maximising its contribution to the Well-being and Improvement Objectives and national Goals through the way in which the Council works, which is in line with the ways of working and sustainable principles described in the Act.
- 4.2.4 The Corporate Plan 2018-22 was refreshed for 2020/22 and was approved by Cabinet on 19th March 2020.

4.3 *Service Plans*

- 4.3.1 Service Plans allow each Head of Service to set out their priorities and plans for the year, show how they intend to spend their budget and contribute to the Council's Well-being and Improvement Objectives set out in the Corporate Plan through sustainable ways of working. Service Plans help Heads of Service communicate this to their staff and to other key stakeholders.
- 4.3.2 Service Planning starts in October and ends in March each year to coincide with the annual budgeting cycle. Service Planning was reviewed in readiness for 2020/21 planning and a new template was co-produced in conjunction with a group of volunteer Heads of Service / their representatives from each directorate. This review was undertaken following feedback received from Leadership Team after the previous Service Planning round in 2019/20.

4.4 *Appraisals*

- 4.4.1 Staff appraisals are completed each year and are an important means by which corporate, service and team objectives are communicated to individual staff and where their contribution is determined and reviewed.
- 4.4.2 The Council is continuing to develop a new appraisal solution to be delivered digitally through the new Oracle Cloud solution in November 2021.

4.5 *Performance Monitoring and Reporting*

- 4.5.1 Performance meeting the Council's Well-being and Improvement Objectives as set out in the Corporate Plan is monitored using the results measured by Corporate Plan performance indicators compared

to agreed targets and against the results from the same period of the previous year where comparison is possible. This is reported to Cabinet and Scrutiny each quarter and at the year-end through the Quarterly and Annual Performance Monitoring Reports.

4.5.2 The Well-being of Future Generations Act 2015 and Local Government Measure 2009 also requires the Council to publish an annual report setting out progress meeting the 'steps' described in the Corporate Plan to achieve the Council's Well-being and Improvement Objectives.

4.5.3 This Annual Review of Performance must also show that taking such steps to achieve the Council's Objectives is consistent with sustainable ways of working and is maximising the Council's contribution both to the corporate Objectives and to the seven National Goals prescribed in the Well-being of Future Generations Act. The Annual Review of Performance must be published before 31st October each year; the Annual Review of Performance 2018/19 was approved by Cabinet on 17th October 2019.

5.0 Equality and Engagement Implications

5.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Our Equality Impact Assessment process ensures that we have paid due regard to the above.

5.2 There are no equality implications associated with this report.

6.0 Legal Implications

6.1 There are no legal implications.

7.0 Financial Implications

7.1 There are no financial implications.

For Information

Background papers: None.

Appendices: None