

Cyngor Sir CEREDIGION County Council

Report to:	Overview and Scrutiny Coordinating Committee
Date of meeting:	11th September 2023
Location:	Remotely Via Video Conference
Title:	Draft Performance Management Policy Statement and Performance Management Framework
Purpose of the report:	To present the Draft Performance Management Policy Statement and Performance Management Framework
Cabinet Portfolio and Cabinet Member	Councillor Bryan Davies, Leader of the Council and Cabinet Member for Policy, Performance, Partnerships and Democratic Services

Background

Over the last four years the Council has been strengthening its approach to corporate performance management as part of its ongoing “performance journey”. Specifically, it has:

- Introduced a new streamlined business planning process
- Introduced new performance dashboards to monitor progress against level 1 business plans through Performance Board
- Reinvigorated the Teifi Performance System
- Updated the performance management process following COVID-19 to include “reflective practice” as a core element

This is reflected in the positive feedback received from Audit Wales to the Council’s approach to performance management.

Recent legislation, in the form of the new Self-Assessment based performance regime has also necessitated a new way of assessing our overall performance. A new Self-Assessment process was successfully introduced in 2022/23 and the Council’s first Self-Assessment Report was published in January 2023.

Having introduced these new processes, the Council is now in a position to pull these together into a Draft Performance Management Framework document (Appendix 2).

A Performance Management Framework is considered best practice and explains:

- How the corporate performance management process works
- How the individual processes align to support corporate planning
- How performance management is used to deliver the Corporate Well-being Objectives and improved outcomes

The aim of the Framework is twofold – 1) to provide the Council with a standardised approach to managing performance and 2) as a key part of the audit trail to demonstrate that the Council has robust performance management arrangements in place.

The Performance Framework is accompanied by a Performance Management Policy Statement (Appendix 1). The Statement sets out the guiding principles of the Council's approach to performance management going forward, and takes account of the new legislation and best practice. In particular, it highlights the fundamental role performance management plays in securing improved outcomes for the people and communities of Ceredigion, in supporting policy setting and in evidence-based decision-making.

Current Position

The Performance Management Framework has been drafted and is attached at Appendix 2. This has been developed based on a combination of best practice, legislative requirements and the Council's own ambitions.

The Council's overall approach is based on the industry standard "Plan-Do-Review" continuous improvement cycle. Although many local authorities have adopted a similar approach, Ceredigion's process includes an additional step in the cycle – "Reflect". This conveys the Council's commitment to using reflective practice to engage in continuous learning. By focusing on *how we do things* and not just *what we do*, we can learn from our experiences and tap into the innovation and creativity that exists in the organisation to improve performance. This is an integral part of the Council's approach.

The remainder of the Framework describes each step in the process, along with the 'golden thread', the new Self-Assessment process and how the framework supports our contribution to the national well-being goals. An Annual Performance Timetable diagram on page 19 provides a useful at-a-glance summary of what happens and when.

The Performance Management Policy Statement accompanies the Framework and sets out the guiding principles of the Council's approach to performance management going forward.

Recommendations (s): To receive and endorse the Draft Performance Management Policy Statement and Performance Management Framework and to make

recommendations as appropriate when the report is presented to Cabinet on the 3 October 2023.

Reason for decision: **To adopt an updated Performance Management Policy Statement and Performance Management Framework which outlines the guiding principles for performance management in the Council.**

Appendices: Appendix 1 – Draft Performance Management Policy Statement
Appendix 2 – Draft Performance Management Framework

Corporate Lead Officer: Alun Williams (Corporate Leader Officer Policy, Performance and Public Protection)

Reporting Officer: Alun Williams (Corporate Leader Officer Policy, Performance and Public Protection)

Date: 17 July 2023