

CYNGOR SIR CEREDIGION COUNTY COUNCIL

<u>Report to:</u>	Council
<u>Date of meeting:</u>	26 October 2023
<u>Title:</u>	Draft Performance Management Policy Statement and Performance Management Framework
<u>Purpose of the report:</u>	To present the Draft Performance Management Policy Statement and Performance Management Framework
<u>For:</u>	Decision

**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.

Has an Integrated Impact Assessment been completed? If, not, please state why

No, as the proposal does not introduce a change to a service or policy affecting Ceredigion residents.

Wellbeing of Future Generations:

Long term: N/A

Collaboration: N/A

Involvement: N/A

Prevention: N/A

Integration: N/A

Recommendations (s):

That Council approves the Performance Management Policy Statement and Performance Management Framework

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.

Overview and Scrutiny:

Overview and Scrutiny Coordinating Committee 11/9/2023

Policy Framework:

Part 6 of the Local Government and Elections (Wales) Act 2021

Well-being of Future Generations (Wales) Act 2015

Corporate Well-being Objectives:

The Performance Management Framework supports the delivery of all the Council's Corporate Well-being Objectives

Finance and Procurement implications:

None, the Performance Management Framework does not introduce any additional spend, it supports the delivery of Business Plans within existing budgets.

Legal Implications:

None.

Staffing implications:

None, the Framework supports the delivery of Business Plans and Corporate Well-being Objectives within existing structures and budgets.

Property / asset implications:

None, the Framework supports the delivery of Business Plans and Corporate Well-being Objectives within existing structures and budgets.

Risk(s):

The Council does not have an up-to-date Performance Management Framework in place leading to lower performance, less clarity of the process and greater scrutiny from regulators.

Statutory Powers:

N/A

Background Papers:

None

Appendices:

Appendix 1 - Performance Management Policy Statement

Appendix 2 - Performance Management Framework

Corporate Lead Officer:

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

Reporting Officer:

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

Date:

6 October 2023