



# Ceredigion County Council

## Performance Management Policy Statement

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Ceredigion County Council recognises that robust performance management is integral to achieving its vision of delivering value for money sustainable bilingual public services that support a strong economy and healthy environment while promoting well-being in our people and our communities.

Performance management is about taking action to improve council performance and outcomes for local people and communities. It involves *measuring* the services we provide, assessing the *quality* of those services, and how we *manage our resources* to provide *value for money* for the people of Ceredigion. It tells us how well we are doing, where we are performing well and can learn from, and where we need to improve.

The Council will consolidate an effective Performance Management Framework that will be embedded into the culture of the organisation. The Framework will provide a standardised approach to managing performance so that performance levels are maintained across the Council, and which demonstrates the 'golden thread' so everyone is clear how their role contributes to achieving the Council's vision and Corporate Well-being Objectives.

The key principles of effective performance management in Ceredigion County Council are that:

- Everyone has a role to play in managing performance
- Council, Cabinet and Leadership Group receive timely and high quality performance information to make well-informed decisions
- Self-Assessment and Reflective Practice form an integral part of continuous improvement
- Performance information is responded to promptly
- Managing performance supports good governance and accountability
- Progress is reviewed regularly through the democratic process, Performance Board and Leadership Group.
- Business plans and performance measures reflect the Council's Corporate Well-being Objectives to ensure our objectives are being met and we know we're delivering the right services in the right way
- Individual performance appraisals support staff in being responsible for their own individual performance management and continually seeking to improve.

The Council will manage its corporate and operational performance in order to:

- Ensure that statutory obligations and policy objectives are met, in particular:
  - Part 6 of the Local Government and Elections (Wales) Act 2021 - the

duty to keep performance under review, consult on performance, report on performance, arrange a Panel Performance Assessment and respond to a Panel Performance Assessment.

- Part 2 of the Well-being of Future Generations (Wales) Act 2015 – the requirement to set and review progress against our Corporate Well-being Objectives
  - Ensure the Council achieves its vision and Corporate Well-being Objectives through improved performance and/or efficiency.
  - Ensure the successful delivery of major and innovative projects.
  - Support effective partnership working.
  - Preserve and promote the reputation of the Council;
  - Improve planning, prioritization and evidence-based decision making.
  - Capture innovation and creativity in order to identify opportunities to improve performance and/or efficiency.
  - Be self-aware and understand whether we are delivering the right outcomes.
  - Learn from benchmarking and best practice, either internally or externally.

The Performance Framework will be applied to all of Ceredigion County Council services and functions, and in particular will form part of its approach to:

1. Corporate Strategy development
2. Policy setting
3. Setting and review of Corporate Well-being Objectives
4. Undertaking organisation-wide Self-Assessment and Panel Performance Assessment
5. Meeting statutory duties,
6. Business planning and monitoring
7. Evidence-based decision-making
8. The Risk Management process
9. Corporate project management
10. The monitoring of Council's strategies and plans
11. The monitoring of statutory duties, for example in relation equalities, language, health and safety and the socio-economic duty.
12. Managing and monitoring of compliments, comments and complaints
13. Engagement and consultation to seek resident's and other stakeholder's views on Council performance.

Performance management is an ongoing process through which the Council will continuously challenge itself to improve. The Framework describes this ongoing cycle.

The Leader of the Council is the portfolio holder for performance management and chair of the Performance Board. The Chief Executive has overall responsibility for securing adherence to the Council's policy on Performance Management, along with Corporate Directors and Senior Managers that make up the Council's Leadership Group. The Partnerships, Performance and Public Protection service are responsible for the day-to-day role of managing, monitoring and reviewing performance, while the Performance and Research Team analysis and report on performance.

Access to timely and accurate performance data is essential to support performance management and prepare for regulatory inspections. The Performance Framework supports this by applying a standardised method of measuring and assessing performance through the Teifi electronic performance management system.

The Performance Management Framework will be reviewed periodically to ensure that the processes contained therein remain fit for purpose and continue to support the Council in delivering its vision and Corporate Well-being Objectives. With the introduction of the Local Government and Elections (Wales) Act 2021 this will be particularly important for the process of conducting Self-Assessment which will be reviewed annually at the end of each cycle.