

Scrutiny Report



Overview and Scrutiny Management Committee

Part 1

Date: 22 March 2017

Subject Performance Management Strategy

Author Overview and Scrutiny Officer

The following people have been invited to attend for this item:

Invitee:	Role
Rhys Cornwall	Head of People and Business Change
Mike Dickie	Business Service Development Manager
Rachel Kalahar	Senior Performance Management Officer

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked

1. To consider the Performance Management Strategy and assess how effective the strategy will be in providing a framework for managing and improving performance within the Council;
2. Determine if the Committee would like to make a recommendation to Cabinet on the draft strategy.

2 Context

Background

- 2.1 The Performance Management Strategy (The Strategy) has been developed by the Business Improvement and Development Team to *'embed a strong performance culture where everyone is aware of their contribution to the council's vision'*. This is the first Strategy of its kind in the Council and works to the overall *'Improving People's Lives'* mission statement.

- 2.2 *'Improving People's Lives'* means:
- Our communities are strong and can look after themselves.
 - We have a strong local economy and local people have the skills they need to find work.
 - Our city and surrounding communities feel safe and they are places where people want to make their lives.
 - For citizens that need tailored specialist support we intervene early and work together with people to help stabilise, maintain and improve their lives as quickly as possible.
 - Our City Council's key role is a facilitator and enabler, with a focus on prevention.
- 2.3 The Strategy uses 'The Golden Thread' strategic map to explain the process of how the Public Service Board's Wellbeing Plan influences everything between the Council's Corporate Plan and the work done by frontline staff.
- 2.4 The Strategy claims to be relevant to two groups of people;
- All employees of the Council who each contribute to delivering the Council's vision through their day-to-day activities.
 - All Members and managers who are responsible for assessing the Council's progress against planned objectives.

3 Information Submitted to the Committee

- 3.1 Attached at Appendix 1 is the Draft Performance Management Strategy 2017 for consideration.

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- Assess whether the Strategy is easily understood and drives forward performance through better management
- Analyse the *'How will we do it?'* section of the report and assess the likelihood of the Council achieving each of the six different areas:
 1. Embedding a performance culture;
 2. Maximising the Council's Performance;
 3. Clear roles and accountability;
 4. Improving data quality;
 5. Open communication of goals and achievements;
 6. Development of the software to maximise its value.
- Establish the barriers to effective implementation and how the Officers have planned to overcome them.
- Ensure that the role of Scrutiny within Performance Management clearly defined.

Section B – Supporting Information

6 Links to Council Policies and Priorities

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

Performance Management is an integral part of the implementation of the Corporate Plan, to ensure that the object within the plan are monitored and achieved.

7 Wellbeing of Future Generation (Wales) Act

7.1 General questions

- What evidence is provided to demonstrate WFGA has been being considered?
- Is there evidence of links to Wellbeing Plan?
- How are the Wellbeing goals reflected in the strategy?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*
- Does the Strategy demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - Long Term** - *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs*
 - Prevention** - *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives*
 - Integration** - *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies*
 - Collaboration** - *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives*
 - Involvement** - *The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.*

8. Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)

- [Corporate Plan](#)

Report Completed: 8 March 2018