

Scrutiny Report



Overview and Scrutiny Management Committee

Part 1

Date: March 2020

Subject **Planning and Performance Policy and the Integrated Planning, Performance and Risk Framework**

Author Overview and Scrutiny Officer

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

Invitee:	Area / Role / Subject
Rhys Cornwall	Head of People & Business Change
Tracy Mckim	Policy, Partnership and Involvement Manager
Paul Flint	Performance and Research Business Partner

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked

1. To consider the supporting Integrated Planning, Performance and Risk Framework and assess how effective it will be in bringing together these different functions and embedding them in a cohesive manner to underpin the delivery of strategic and operational objectives across the Council.
2. To consider the Planning and Performance Policy and assess the effectiveness of the Policy to ensure the Council is able to effectively plan and deliver against its Corporate Plan objectives and demonstrate continuous improvement in its performance.
3. Determine if the Committee would like to make any recommendation(s) or comments to Cabinet on the draft Framework and Policy.

2 Context

Background

- 2.1 The Planning and Performance Policy has been developed by the People & Business Change service area. It is an updated version to the Performance Management Strategy that was presented originally to the Overview & Scrutiny Committee in March 2018 with recommendations followed up in November 2019. The purpose of the Policy to ensure that the Council embeds a strong planning and performance culture where everyone is aware of their contribution towards the Council's Objectives and its mission statement to '*Improving People's Lives*'.
- 2.2 The Wellbeing of Future Generations Act 2015 set 7 Wellbeing Goals for all public bodies including Newport City Council to work sustainably towards in improving the social, economic, environmental and cultural wellbeing of Wales. To achieve these goals Newport City Council has set 4 Wellbeing Objectives in its Corporate Plan 2017-22:
1. To improve skills, education and employment opportunities.
 2. To promote economic growth and regeneration whilst protecting the environment.
 3. To enable people to be healthy, independent and resilient.
 4. To build cohesive and sustainable communities.

The objectives set in the Corporate Plan also contribute towards the Public Services Board 'One Newport' 4 Wellbeing objectives:

1. People have skills and opportunities to find suitable work and contribute to sustainable growth
 2. People feel good about living, working, visiting and investing in Newport.
 3. People and communities are friendly, confident and empowered to improve their wellbeing.
 4. Newport has healthy, safe and resilient environments.
- 2.3 In the last 18 months the Council has been reviewing its approach towards its corporate / service planning, performance monitoring and risk management. The Council has acknowledges that each of these functions (Planning, Performance and Risk) cannot happen in isolation and each one impacts on the other in the delivery of the Corporate Plan, service plans, team plans and individual performance. To address this, the Council has developed an Integrated Planning, Performance and Risk Framework which brings together these functions and demonstrates how they impact on the strategic and operational levels of Newport City Council.

To support the Framework 2 key policies have been drafted:

- The Planning and Performance Policy; and
- The Risk Management Policy.

As part of the Committee's terms of reference, the Risk Management Policy has been presented to the Audit Committee for comment and recommendations.

- 2.4 The Planning and Performance Policy sets out to be relevant to all employees of the Council and Members who contribute towards the delivery of the Council's vision through their day-to-day activities. The Policy sets out roles and responsibilities across the Council and how they contribute towards ensuring effective planning and performance arrangements are in place. Members should note that the Council's Finance and Human Resources teams are responsible for setting out the necessary operational policies and procedures in relation to Financial Planning and Personal Development requirements for these areas.

3 Information Submitted to the Committee

- 3.1 Attached at Appendix 1 is the Draft Integrated Planning, Performance and Risk Framework for consideration.

3.2 Attached at Appendix 2 is the Draft Planning and Performance Policy 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 Integrated Planning, Performance and Risk Management Framework is easily understood and enables the Council to deliver its objectives and deliver continuous improvement.
- Ensure the Planning and Performance Policy supports the overall scope of the proposed Framework and embeds effective performance management at all levels of the organisation.
- Establish whether there are any barriers to effective implementation and, if so, how Officers plan to overcome these in the implementation of the policies.
- Ensure that the role of the Scrutiny Committees within Planning and Performance Policy is clearly and accurately defined.
- Determine whether the Committee wishes to make any comments / recommendations to the Cabinet

Section B – Supporting Information

6 Links to Council Policies and Priorities

- Planning, performance and risk is linked to all Council activities, policies and priorities which supports the delivery of the Corporate Plan.

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			

7 Wellbeing of Future Generation (Wales) Act

5 Ways of Working	Types of Questions to consider:
<p>Long-term</p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>How will the implementation of the Framework and the Policy enable the Council to deliver its Wellbeing Objectives?</p> <p>How will this Policy enable future Cabinets to set its Strategic Objectives and deliver longer term priorities for Newport?</p> <p>Will this Policy enable Councillors to effectively examine performance over a period of time and challenge longer term trends?</p>
<p>Prevention</p> <p>Prevent problems occurring or getting worse.</p>	<p>How are Officers and Cabinet Members monitoring performance within service areas and ensuring pro-active action where services are under performing.</p> <p>How do you ensure Officers take responsibility and account for under performance?</p> <p>Are Officers and Members provided with timely and accurate reports of service area performance?</p> <p>How does the Council intend to demonstrate the outcome(s) of delivering against its objectives and how this benefits citizens, businesses and other stakeholders of Newport?</p>
<p>Integration</p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>How does Planning, Performance and Risk integrate together to demonstrate performance of Newport City Council?</p> <p>Are the Council's service plan objectives aligning to the Corporate Plan Wellbeing Objectives?</p> <p>Do the Council's service plans consider the partnership working with other public bodies and its partners to deliver its objectives?</p> <p>How is the Council demonstrating its contribution towards the Public Services Board Objectives?</p>
<p>Collaboration</p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Has the Council considered the policies and procedures of other public, private and third sector organisations as part of this Framework's development?</p> <p>How have you collaborated across all Council service areas in the development of this new Framework and Policy?</p>
<p>Involvement</p> <p>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.</p>	<p>How will you ensure Officers across the Council embed the principles set out in the Framework and Policy?</p>

	<p>Have you involved other key stakeholders outside of Scrutiny and Cabinet in the development of the Framework and Policy?</p> <p>How will you ensure the Framework and Policy are embedded into working practice?</p> <p>How as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the policy/framework?</p> <p>In the development of the service plans and future Corporate Plans, is the Council involving representatives from its diverse communities?</p>
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8. Background Papers

- [Public Services Board 'One Newport' Wellbeing Plan 2018-23](#)
- [Newport City Council Corporate Plan 2017-22](#)
- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Audit Committee 29th January 2020](#)

Report Completed: March 2020