

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

3 OCTOBER 2017

REPORT OF THE CHIEF EXECUTIVE

REVIEWED PERFORMANCE MANAGEMENT FRAMEWORK

1. Purpose of Report

- 1.1 To present the Council's reviewed Performance Management Framework (attached as **Appendix A**) for Cabinet to approve and adopt.

2. Connection To Corporate Improvement Objectives / Other Corporate Priorities

- 2.1 The Framework provides guidance to everyone involved in delivering the Council's priorities and outcomes for local citizens as set out in the Corporate Plan.

3. Background

- 3.1 Under section 2 of the Local Government (Wales) Measure 2009, the Council has a general duty to "make arrangements to secure continuous improvement in the exercise of its functions".
- 3.2 The Council re-engineered its Performance Management Framework in 2013 to help achieve continuous improvement. The framework sets out the Council's performance management approach, the systematic plan-do-review-revise cycle; introduces the notion of "golden thread"; defines processes and procedures for performance management; and identifies responsibility and accountability for each stage of performance management. The framework also includes expectations around the style and behaviour of managers. It is a comprehensive document.
- 3.3 Since the framework was adopted by Cabinet in 2014, the Council has made fundamental changes to the ways in which services are provided in response mainly to the diminishing resources and increasing demands for services, but also due to the "one council" approach. This means that the current framework does not quite reflect all that the Council actually does and includes things it does not do anymore. There is also a need to simplify the framework, to make it more meaningful and useful for officers, elected members and all those who are engaged in the Council's performance management.
- 3.4 The Well-being of Future Generations (Wales) Act 2015 was introduced in 2016. The Act requires that public bodies carry out sustainable development. It also requires that public bodies set well-being objectives and take all reasonable steps to meet those objectives.
- 3.5 While the Council's Scrutiny Committees hold Cabinet to account and support the delivery of council priorities and core services, the ultimate responsibility for performance management lies with Cabinet.

4. Current Situation

4.1 The Performance Management Framework has been reviewed and simplified to reflect the Council's current practice, in particular, the "one council" approach, and make it more meaningful for the users. Specifically, the simplified document (**Appendix A**)

- clearly defines why performance management is important to the Council;
- embeds sustainability as defined by the Well-being of Future Generations (Wales) Act into the framework;
- retains the Council's systematic approach to performance management, the plan-do-review-revise cycle;
- succinctly describes the levels at which the plan-do-review-revise approach applies;
- brings the Medium-Term Financial Strategy and Project/Programme management into the framework;
- strengthens the need for performance management arrangements when the Council works with partners and commissions services; and
- sets out responsibility and accountability for performance management.

4.2 A two-page version of the framework (**Appendix B**) has been created to help members of staff, Councillors and anybody who delivers services on behalf of the Council understand why the Council sees performance management as important and the features of effective performance management.

5. Effect Upon Policy Framework & Procedure Rules

5.1 The performance management framework forms part of the policy framework and procedure rules.

6. Equality Impact Assessment

6.1 There are no equality implications in this report.

7. Financial Implications

7.1 There are no financial implications in this report.

8. Recommendation

8.1 Cabinet approves and adopts the reviewed and simplified Performance Management Framework.

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Background documents

None