

Scrutiny Report



Overview and Scrutiny Management Committee

Part 1

Date: 1 November 2019

Subject Performance Management Strategy – Recommendation Monitoring

Author Scrutiny Adviser

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

| Invitee: | Area / Role / Subject |
|-------------|---|
| 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 to consider:

1. The Officers responses to the Committee recommendations on the Performance Management Strategy.
2. Decide if the Committee wishes to make a comment on the progress to the Cabinet Member.

2 Context

Background

- 2.1 The Head of People and Business Change presented the Performance Management Strategy to the Overview and Scrutiny Committee on the [22 March 2018](#).

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.

Previous Consideration of this item

- 2.5 The Committee made the following comments and recommendations;
- *The Committee would like to receive more information on the results based evaluations and how they would work in practice.*
 - *The Members were unclear about how the Performance Management Strategy links to the Corporate Plan.*
 - *The Committee considered the ability to provide comment on anyone's performance in the organisation as a good idea, but they had reservations on whether it was open to abuse and would there be repercussions for misuse.*
 - *The Committee wanted to know whether there would be an opportunity for anonymous staff feedback on the use and success of the Performance Management Strategy.*
 - *The Committee were interested how the Performance Management Strategy would be implemented on the ground. They were particularly interested in how it would work with public facing staff and staff who work peripatetically. They requested that a report is presented from the Chief Executive on the Strategies success is fed back to the Committee in 12 – 18 months.*

3 Information Submitted to the Committee

- 3.1 **Appendix 1** – Performance Management Strategy – Recommendations Monitoring Officer response

4. Suggested Areas of Focus

Role of the Committee

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

- Take into account the comments and recommendations made by the Committee at the meeting on the 22 March 2018 and the Officers responses and actions, does the Committee feel that they have sufficient information in the report.
- Establish whether the report addresses the Committees Recommendations relating to the implementation of the Performance Management Strategy;
 - What progress has been made towards addressing the recommendations?
 - What actions are in place to continue progressing the implementation of the Performance Management Strategy over the next twelve months?
- **Conclusions**
 - What was the overall conclusion on the information contained in the report?
 - Does the Committee wish to make any comments to the Cabinet Member?
 - Do any areas require a more in-depth review by the Committee or further information required?

Section B – Supporting Information

7 Links to Council Policies and Priorities

- The Performance Management Strategy is linked with all 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 | | | |

8 Wellbeing of Future Generation (Wales) Act

| 5 Ways of Working | Types of Questions to consider: |
|--|---|
| <p>Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p> | <p>Are there any long term trends developing that could affect how this plan is implemented to how the actions are prioritised?</p> |
| <p>Prevention Prevent problems occurring or getting worse.</p> | <p>How are you ensuring that the needs of the service users monitored and are taken into account when developing the long term strategy?</p> |
| <p>Integration 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 the Council's implementation of the plan impact upon the services of other public bodies and their objectives?</p> |
| <p>Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).</p> | <p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p> |
| <p>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.</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 plan?</p> |
| | <p>While developing a long term strategy, how are you ensuring the diverse communities are involved in your decision making?</p> |

9. Background Papers

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

Report Completed: 24October 2019