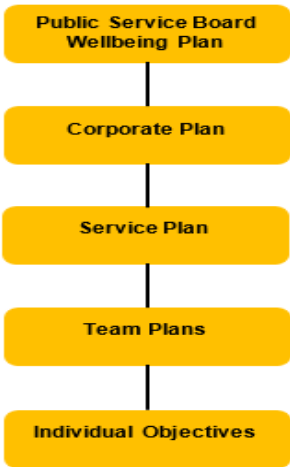# Performance Management Strategy – Follow Up

The Performance Management Strategy was presented to the Overview and Scrutiny Management Committee on 22nd March 2018. Following the Committee's comments, the Performance Management Strategy was endorsed by Cabinet on 23rd May 2018. The table below outlines the work that has been undertaken by officers in response to the comments raised.

Overview and Scrutiny Management Committee comments	People and Business Change response

The Members were unclear about how the Performance Management Strategy links to the Corporate Plan.	• The Wellbeing of Future Generations (Wales) Act 2015 applies to all public sector bodies.
	• There is a requirement for the Public Services Boards to set a Wellbeing Plan 'One Newport 2018-23'.
	• The Council's Corporate Plan 2017-22 supports the delivery of the Wellbeing Plan alongside the priorities of the Council.
	• To deliver against the objectives set in the Corporate Plan it is important to have effective Planning, Performance and Risk Management processes in place.
	• Performance Management is one of these pillars that support all levels of the organisation and support the delivery of the Corporate Plan and service plans.
	• The current Performance Management Strategy (2017, approved 2018) includes an introduction which supports the delivery of the Corporate Plan.
	
	What is next in 2019/20
	
	• As the diagram above shows, performance management is one of the three pillars that supports the delivery of the corporate plan and are closely linked to planning and risk.
	• We are currently drafting an Integrated Planning, Performance and Risk Management Framework and the following policies:
	  • Planning and Performance Policy;
	  • Risk Management Policy.
	• It is anticipated for these policies to be drafted Q3 of this financial year.

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	**Development of the Management Information Hub (MI Hub)** • In January 2019, we commenced work on redeveloping the Council's MI Hub to support the delivery of the Corporate Plan. • MI Hub is a business intelligence system that enables the Council to record:

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.	- Corporate Plan Objectives; - Service Plan Objectives and Actions; - Performance Measures (National, Local and Management Information); and - Risk Management. - In 2019/20 we have successfully incorporated all of the service area plans into the MI Hub and service areas are now required to provide quarterly updates against their actions. - All Actions are assigned an owner (Head of Service / Service Manager / Team Manager) - All Actions are assigned a commencement date and an anticipated completion date. - All actions are reported with a RAG (Red / Amber / Green) status by an action owner; - All actions require a percentage completion to support progress of delivery; - Exception reporting against actions reporting as Red or Amber. - Actions are linked between Corporate Plan, Service Plan and Risks. - Performance Measures are now linked to service plan objectives and corporate plan themes / objectives - Performance against the delivery of the service plans are reported every 6 months to People and Place and Corporate Scrutiny Committee using the information entered into MI Hub. - Reports provided by MI Hub on risk management provide the risk register updates to senior management, Audit Committee and Cabinet with positive feedback on the changes. **Development of Clear Review (Individual Performance Management system)** - In 2018/19 the Council introduced the Clear Review system to manage individual performance across the council; - Individual officers are required to set their own objectives and align these to the service area objectives contained in the Service Plan. - Officers are expected to have 4 weekly meetings with their line manager to discuss the progress against objectives and any issues arising. - CMT receive a monthly report on the usage of the system in their service area and HR&OD will be focusing on the quality aspect of objective setting in the 2019/20 financial year.
The Committee would like to receive more information on the results based evaluations and how they would work in practice.	**Performance Management Strategy** - Service plans have set objectives and actions to monitor progress. - Actions are monitored every quarter and action owners are required to provide a Red / Amber / Green status with the percentage of completion. - Officers are able to provide commentary to support the progress being made and to report reason(s) if there were any exceptions e.g. Red / Amber status. - All Managers (SLT, CMT and Team Managers) have access to the system and are able to view the overall progress of delivery. - Performance Measures are also monitored in a similar way to enable managers' report where there are exceptions. - The Mid Year Reviews and End of Year Reviews provide an opportunity for Scrutiny to review and challenge the progress of delivery against the plans with recommendations / commentary passed onto to Cabinet.

	Development of Clear Review (Individual Performance Management system) • Objectives set by staff in Clear Review are linked to the service plan objectives. • Tasks and actions are set between the Line Manager and the Officer. These are monitored between both officers.
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.	**Performance Management Strategy** • The Management Information Hub has the facility for officers, action owners to comment or discuss performance against specific objectives, actions, performance measures and risks. • Comments raised reflect more about actual performance and not deformation on character or personal performance. **Clear Review (Individual Performance Management System)** • Feedback is provided by an individual to another member of staff, anonymous feedback is not possible. • There have been 7079 pieces of feedback given across the organisation in the last financial year (2018/19) and 4599 given in the last 6 months. • 4% of the feedback given has been constructive, so the overwhelming majority has been positive in nature, thanking staff for their contribution. • There have been no complaints received in HR regarding inappropriate feedback given by any manager and no anecdotal comments made which highlight concerns in the way the feedback tool is utilised.
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.	**Performance Management Strategy** • There are mechanisms in place in the Council for officers to provide feedback on the Strategy. • In the drafting of the new Performance Management Policy, we engage with Senior Management, officers and Wales Audit Office. • Feedback and monitoring on the policy is provided via the Wales Audit Office, Internal Audit and Service Managers. These are taken into consideration and improvements made where necessary. • Scrutiny Committee comments through the Mid-year and end of year reviews are also taken into consideration and have been used to improve the reports that are taken to future committees.

MI Hub Homepage

⌂ My InPhase   Reports   Portals   Home
                                                     Home   15 October 2019 🔍 👤 ⬆ ❓

MI|Hub
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Home   Corporate Overview   Service Overview   Risk   PMO   Audit   Admin

Welcome to **MI Hub**

Select the Area below you want to explore

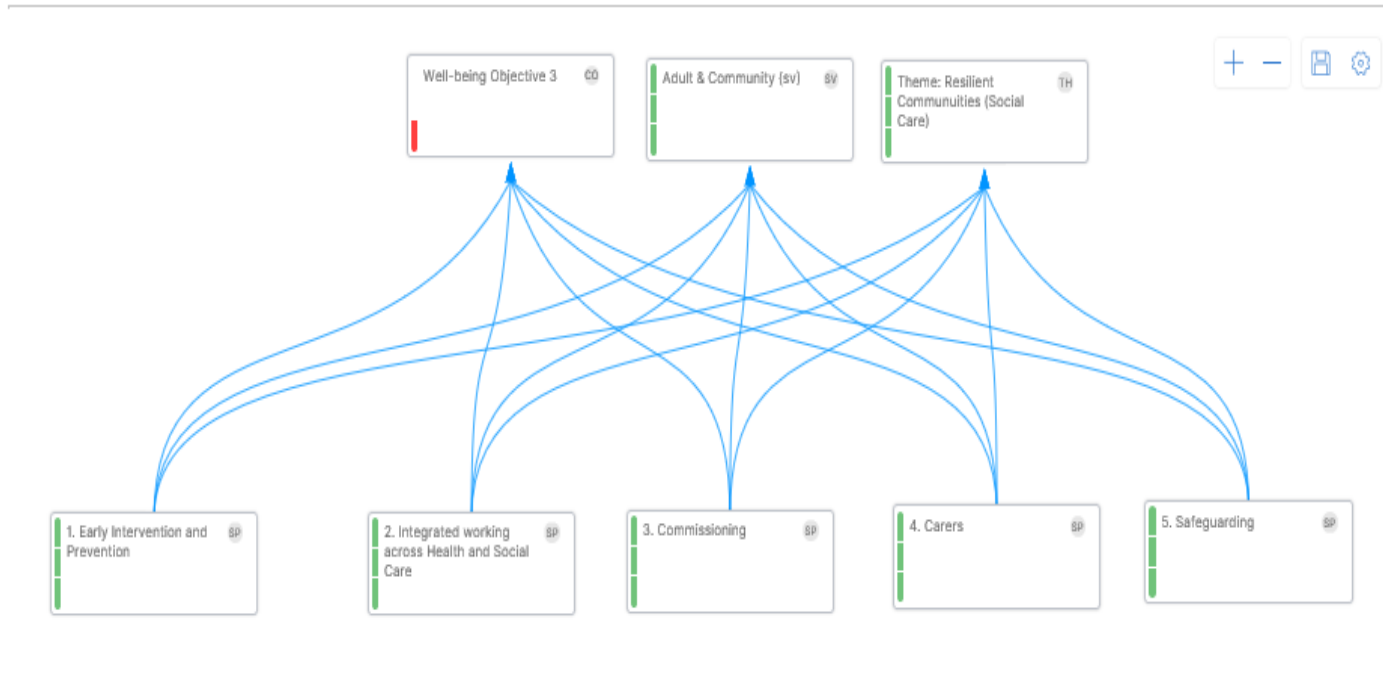| Corporate Overview | Services Overview | Risk | PMO | Audit | Admin |

MI Hub – Service Plans (Links to Corporate Plan)
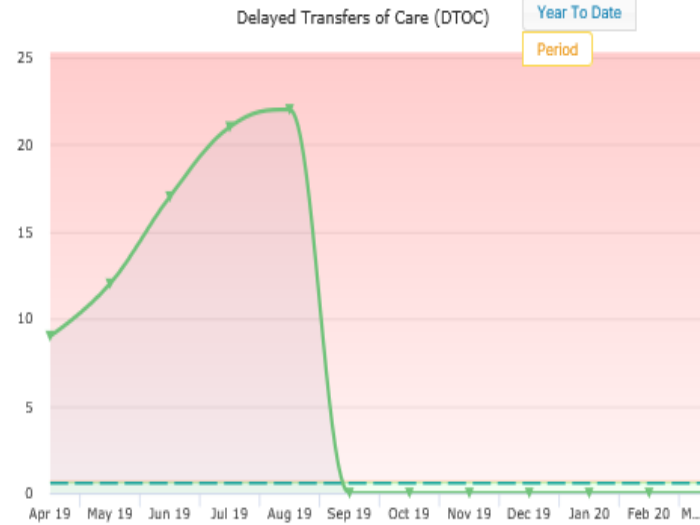
MI Hub – Service Plans (Progress Monitoring)

MI Hub – Performance Measures

Service KPI Performance

Planning Pattern

Monthly

		2. Integrated working across Health and Social Care			
		August 2019			
		Actual	**Target**	**DoT**	**RAG**
Delayed Transfers of Care (DTOC)	⊕	22.00	0.58	✱	▲

Delayed Transfers of Care (DTOC)   Year To Date   Period

Avg Sick Days Per FTE

August 2019
■ Actual (YTD) 0.94
■ Target (YTD) 1.13

0.94

Return To Work %

83.3%

Check Ins %

49.6%

Service Risks
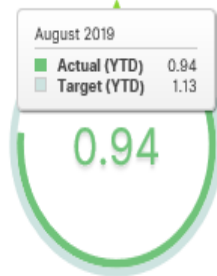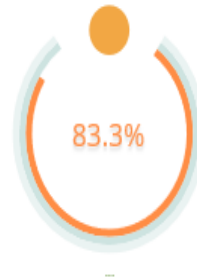
12	16	6	20
Liberty Protection Safeguards	Pressure on Adult & Community	Safeguarding Risk	Stability of Social Services

MI Hub – Risks (Service Risks)

Service Overview
Service Risks

15 October 2019

MI Hub
Powered by INPHASE

Home   Corporate Overview   Service Overview   Risk   PMO   Audit   Admin

Service Plan | Service Risks | Service Action Plan | Service Finance Dashboard | Service HR Dashboard | Service Travel Expenses

People & Business Change

Create Risk

Select Service
People & Business Change

Residual Risk Score

9

Workforce Capacity & Capability

30 SEP 19

Short Description	The Council cannot deliver the Corporate Plan as it does not have the capacity and capability within its workforce
Risk Cause(s) / Impact(s)	Risk Cause - The Council does not have effective HR processes in place to ensure succession planning, workforce planning and recruitment processes to support the Council to deliver the Corporate Plan. Risk Impact - The Council is not able to deliver the Corporate Plan and its services as it does not have the capacity and capability of its workforce.
Owner	Rachael Davies
Overseeing Officer	• Chief Executive • Head of People & Business Change
Lead Cabinet Member(s)	• Cabinet Member for Community and Resources
Linked Theme	• Theme : Modernised Council
Linked Well-Being Objective	
Linked Service Objective	• 3. Support the organisation to develop its people
Start Date	01/06/2015
End Date	31/03/2022
Expected Target Date	31/03/2022
Escalation Status	Not Escalated