



**POWYS COUNTY COUNCIL**

# **Corporate Leadership & Governance Plan**

**Vision 2025: Open and Enterprising  
“Making It Happen”**

**Version 5.6.2**

## Vision 2025: Making It Happen

The people of Powys can expect us to be a Council that is well-run, aspirational and high-performing. We will do this by being an **open and enterprising** Council, this means:

- working proactively with communities, residents and businesses;
- being willing to look at new ways of working and delivering services; and
- focusing on solutions rather than problems.

We will be:

- **professional:** whatever role we play in the Council, we act with professionalism and integrity
- **positive:** we take a positive attitude in all we do
- **progressive:** we take a proactive and responsible approach to planning for the future
- **open:** we keep each other informed, share knowledge and act with honesty and integrity
- **collaborative:** we work constructively and willingly on joint initiatives

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## Purpose

This document sets out the Powys Corporate Leadership & Governance Improvement Plan for 2017-2020, which is a key part of the Making it Happen Programme: Vision 2025. We anticipate that the plan will continue to be developed based on feedback from stakeholders. The overall strategic plan will be supported by service plans for priority areas (for example, the Workforce Strategy).

Immediate and longer-term actions are described within the plan, the former in greater detail because this is where changes are needed most urgently and because more time is needed to be sure about what needs to be done if we are to deliver sustainable and larger-scale reform. The Well-being of Future Generations (Wales) Act 2015 and Social Services and Well-being Act 2014 have changed the shape of public services in Wales. They require us to think more about the long term, work better with residents and communities, look to prevent problems before they arise and take a more joined up approach. These principles are at the heart of all our plans for service transformation and improvement.

Engaging with our citizens and service users to better understand their needs in the future is critical. In recent years we have also used the process of commissioning to help us identify service needs and ensure they are met in the most effective and efficient way. Commissioning means redesigning services around the current and future needs of communities and individuals, and then deciding how that service is best delivered, and who should provide it. It puts the focus on providing the right service for the citizen, from the right provider at the right price for the taxpayer. Sometimes this will mean we provide a service differently.

We are transforming the council to become a more modern, digital and agile organisation. To make better decisions and inform service delivery plans we recognise that we need high quality, reliable data. We are therefore investing to improve our ability to analyse data and develop good business insight.

We are determined to create a council of the future that is driven by the right culture and behaviours. Our workforce is key to bringing this vision to life and delivering our priorities for the benefit of the county's residents. Our values and expected behaviours will guide the way that we deliver our services, how we treat our staff and one another. We will equip our staff with the skills they need and ensure our resources are matched to our priorities.

# Understanding Where We Are Now

## Powys Context

Powys County Council is the unitary authority for Powys and covers a quarter of the area of Wales. It is one of the largest, yet least populated counties in England and Wales. Located in central Wales along the Borders area with England, it borders 13 other authorities. Powys covers 5,197 square kilometres. Its population of approximately 132,000 is just 4.4% of the Welsh total.

Powys is a predominantly rural county with some small and medium-sized towns, but no large settlements or cities. There is only one town with a population over 10,000; there are 15 other main settlements and hundreds of small villages and hamlets.

There are approximately 22,000 children and young people under the age of 18 living in Powys. It has a low proportion of young adults and a high proportion of older working and retired adults compared with the UK as a whole. The average age of the population in 2002 was 43 years, which compared with 40 in Wales and 39 in England and Wales.

The 2001 Census shows that 25,516 people (21.1% of the county's population over three years old) can speak, read and write Welsh and that 38.1% of the 3-15 age group are Welsh speakers. In Powys, Welsh speakers are not evenly distributed within the various communities. There is a bigger density in the north than in the east.

The total workforce in the county numbers approximately 73,000. The county's main primary industries are agriculture and forestry, which employ 11% of the workforce. The public sector is the only large employer with 26% of the workforce employed mainly in local government, schools and health services. The last ten years have seen most large manufacturing employers exit. Unemployment rates are low compared to the rest of Wales. However, average incomes are low, with part-time workers forming 27% of the workforce. 16% of Powys households are in fuel poverty. The proportion of pupils in compulsory education entitled to free school meals is 12%, which compares with 18.9% nationally.

For most children and young people, Powys is a good place to grow up. Most children and young people are safe, well educated, experience good health and have good leisure and employment opportunities. However, there are groups of children and young people who experience poorer outcomes, compounded in some cases by the challenges of sparsity and isolation. There is a vulnerability profile which demonstrates the current level of need in Powys from targeted to specialist services.

## Organisational Context

An inspection in July 2017 by the Care and Social Services Inspectorate Wales (CSSIW) raised serious concerns about leadership, management and practice in Powys Children's Social Services. The grounds for these concerns included failings in corporate leadership, lack of stability in management arrangements, staffing capacity and the quality of professional practice. There have been other service concerns raised by CSSIW and Estyn over preceding years and there are recognised service shortcomings in adult social care and vulnerabilities in secondary education.

As a Council we recognise that the CSSIW identified themes that reveal a lack of resilience in the Council's approach to corporate leadership and governance. There is a significant work programme ahead to ensure that the Council is a well-run, aspirational and high-performing, turning strategies into actions which make a difference for our communities. The Council needs to recognise and act on a changing environment in public service, where expectations and needs increase, despite much more difficult financial climate. To achieve its potential, Powys needs to be a forward-looking and ambitious Council working in partnership with a wide range of organisations and individuals dedicated to the common good of the county. The Council itself has to be an organisation that residents have confidence in and are proud of; that partners feel enables them to make things happen; and that staff feel gets the best out of them.

The scale of change and consensus involved means that the process will be neither quick nor linear. For change to be embedded, sustainable, and genuinely owned by all, there has to be time built in for forging common purpose, enabling experimentation, taking stock and refining. The experience of other organisations that have successfully transformed themselves indicates that it takes at least five years to secure their regeneration. Whilst the end-goal has to be excellence rather than "good enough", it is also clear that focusing on getting the basic early steps right is critical to future success.

Recognised issues include:

- The Council's vision for the future is currently insufficiently shared and understood by the Council's officers, partners and residents;
- The Council, members and officers, have too often failed to tackle difficult issues. There is a need to be even more open about what the most important issues are and focus on addressing them;
- There are a multiplicity of plans and performance accountability processes which lead to unnecessary complexity and confusion and are not always followed through to delivery and securing positive impact;
- Savings and staff reductions in key areas have not been underpinned by a long-term strategic plan for the nature and shape of the Council and the services people need;
- The Council needs to create a mutually supportive leadership culture. There are examples of blurring of roles between members and officers. The respective roles need to be clear;

- There is a need for the Council's corporate centre to provide stronger, more enabling delegated leadership;
- The Council faces very significant budget difficulties in the next few years and does not yet have the credible plans to meet these;
- The workforce as a whole needs to build confidence and become more willing to challenge safely and be assertive;
- The Council needs to proactively renew staff engagement to improve morale, motivation for change and cultural issues;
- The Council's leadership needs to be proactive in working with the workforce, creating an environment and culture which enables and supports this while providing appropriate support and guidance;
- Performance accountability needs to be simplified and strengthened, whilst also developing a positive inquisitive mind set / culture / approach;
- Performance accountability and reporting needs to be underpinned accurate service and corporate data recording;
- Support services need to consistently act as positive enabling partners in change;
- Whilst there are some good operational partnerships, joint commissioning, improvement and rationalisation work should focus on ensuring that all are focused on improvement priorities and securing impact from their planned work programmes.

Over recent months Powys has developed a better understanding of its strengths and areas for development, which has been further informed by the helpful recommendations made by Inspectors and the Intervention Team. There is a commitment at all levels of the organisation to continuing improvement. The arrangements for accountability set out later in this plan demonstrate that, within the Council, the Leader, Cabinet members, the Chief Executive, the Council Management Team, staff and partners accept a personal and collective responsibility for ensuring that this plan is delivered and good outcomes achieved.

## Vision, Values & Principles

A renewed statement of vision, values and operating principles have been developed as set out below. It provides a checklist for the Council and key partners to use as a means of holding up a mirror to the current strategy and deciding if it is improving service provision and outcomes for individuals and communities. The vision, values and operating principles provide tools that can help us to engage in effective scrutiny, peer review and operational improvement.

### Vision 2025

We will build on previous progress to make Powys the best possible place to live, work and visit. We want communities to feel supported, have a say in what is provided for them locally and feel they play a key role in local service delivery. In an era of continued budgetary pressures, growing demand and increased expectations it is very important that we are clear about what we want to achieve now and in the future.

We will be an open and enterprising council, this means:

- Working with communities, residents and businesses
- Willing to look at new ways of working and delivering services
- Focussing on solutions rather than problems

We have clear priorities to deliver our vision:

- **Residents and Communities** - We will support our residents and communities
- **Health and Care** - We will lead the way in effective integrated rural health and care
- **Learning and Skills** - We will strengthen learning and skills
- **The Economy** - We will develop a vibrant economy

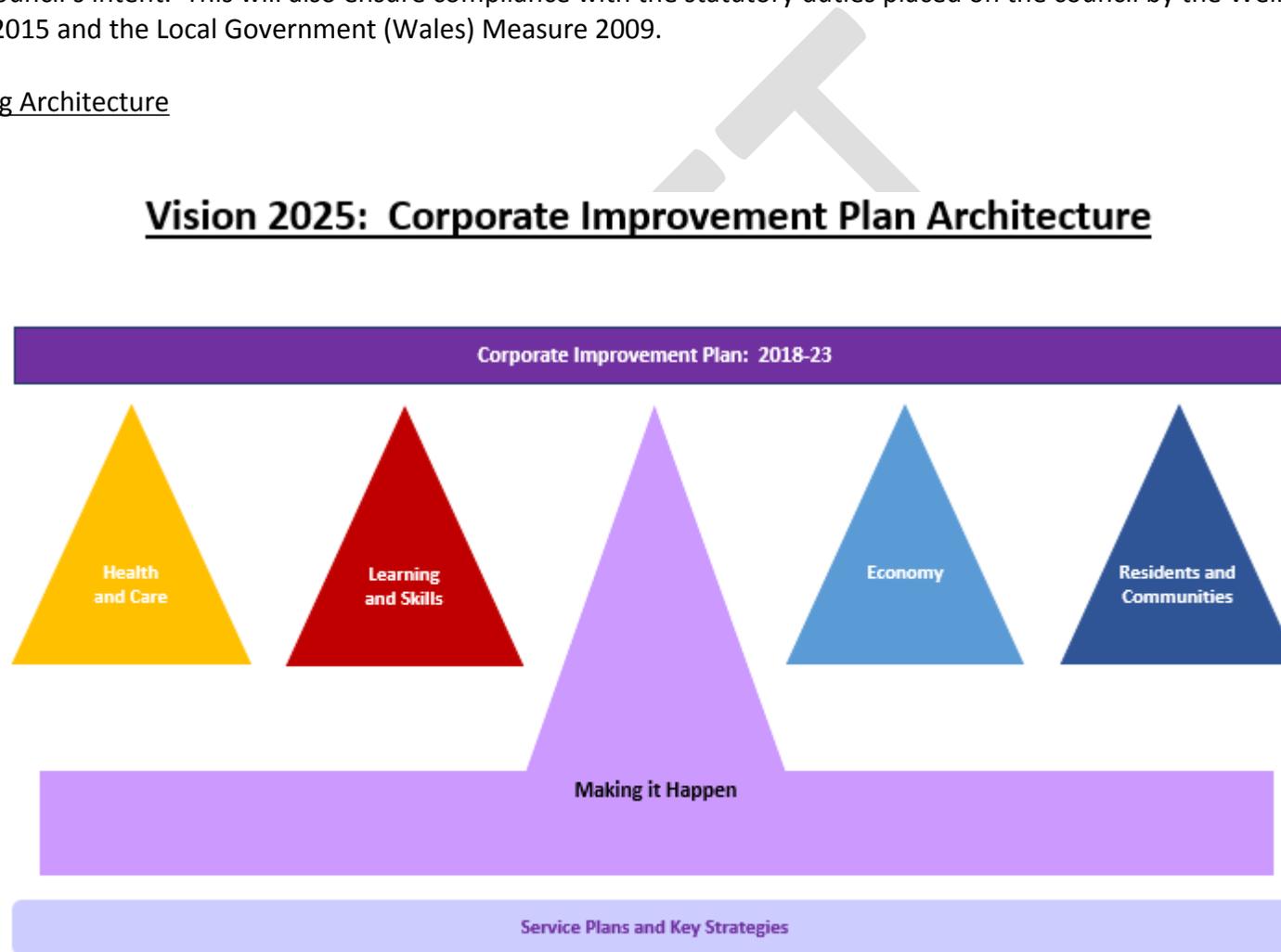
To deliver the above we also have an enabling priority:

- **Making it Happen**
  - Corporate Leadership and Governance
  - Change How We Work
  - Engagement with Residents and Communities



The plans for improvement need to align with the council's Vision 2025 so that the Corporate Improvement Plan 2018-23 provides our key stakeholders with a coherent view of the council's intent. This will also ensure compliance with the statutory duties placed on the council by the Well-being of Future Generation (Wales) Act 2015 and the Local Government (Wales) Measure 2009.

Fig 1: Corporate Planning Architecture



## Values

How we do things is just as important as what we do. That is why we have adopted five key values. We are determined to create public services of the future that are driven by the right culture and behaviours. We will make sure our values are integral to the way we manage and recruit our staff, and guide all aspects of the way we work.

We will be:

- **Professional:** whatever role we play in the Council, we act with professionalism and integrity;
- **Positive:** we take a positive attitude in all we do;
- **Progressive:** we take a proactive and responsible approach to planning for the future;
- **Open:** we keep each other informed, share knowledge and act with honesty and integrity; and
- **Collaborative:** we work constructively and willingly on joint initiatives

## Guiding principles

The Council's guiding principles are based on the Well-being of Future Generations (Wales) Act 2015 (here after referred to as WFG Act), which means the decisions we make now, must take into account the impact they could have on people living their lives in Powys in the future. The WFG Act identifies the following five sustainable development principles to help ensure we do this:

Sustainable development principles:	What are we doing to meet the principles:
<ul style="list-style-type: none"><li>• <b>Long-term</b> Balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</li></ul>	<ul style="list-style-type: none"><li>• We are committed through our vision to looking at what the needs of our future generations will be and what outcomes we should be aiming for in the longer term.</li></ul>
<ul style="list-style-type: none"><li>• <b>Prevention</b> Putting resources into preventing problems occurring or getting worse</li></ul>	<ul style="list-style-type: none"><li>• Address issues through prevention and early intervention</li><li>• Reducing poverty, especially persistent poverty amongst some of our poorest people and communities.</li><li>• Safeguarding and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</li></ul>

<ul style="list-style-type: none"> <li>• <b>Integration (cross-cutting)</b> Considering how our priorities may impact upon one another, on the well-being goals and on the priorities of other public bodies</li> </ul>	<ul style="list-style-type: none"> <li>• We have ensured that our priorities support and complement each other. Learning and skills are key to a thriving economy and business growth and will help attract inward investment. Good education and employment opportunities will help maintain resilient residents and communities; and resilient communities are vital to health and care. Our priorities also contribute to the seven national well-being goals.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Collaboration</b> Working together with other partners to deliver our priorities</li> </ul>	<ul style="list-style-type: none"> <li>• We are establishing new programme boards under our performance management framework to oversee the delivery of our priorities.</li> <li>• The boards consist of partners from the public, private and third sectors. Where appropriate we will work together to achieve our goals.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Involvement</b> (communications and engagement) Involving those with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area</li> </ul>	<ul style="list-style-type: none"> <li>• Engage our citizens, partners and businesses in a number of ways so their voice influences future decisions and helps shape service provision.</li> </ul>

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# Governance and Performance Management

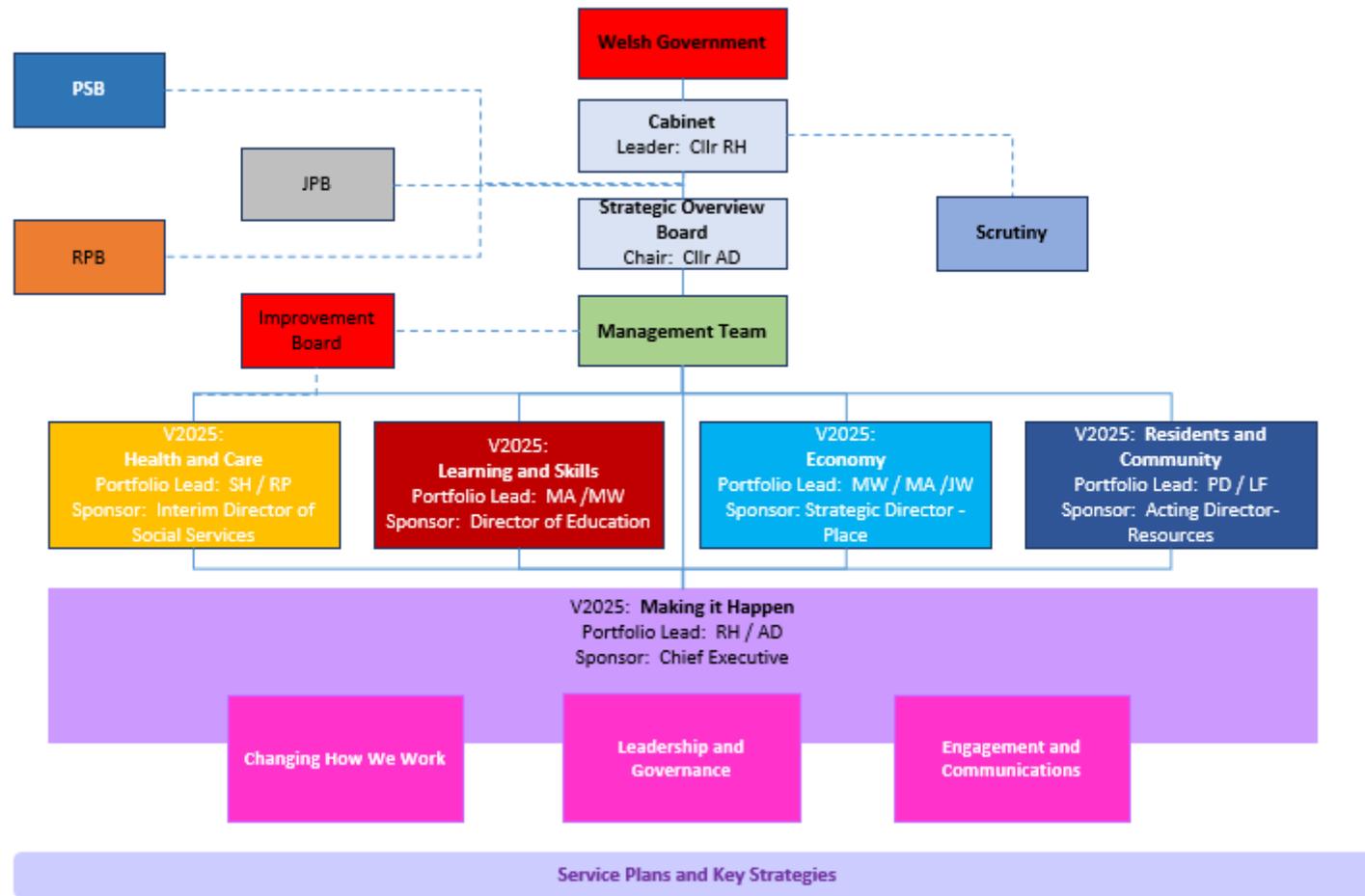
## Governance

The following governance structure is in place to ensure clear accountability and ensure the council is capable of delivering its priorities and improved outcomes for citizens. These arrangements will support robust and effective decision making:

Fig 2: Strategic Governance

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# Vision 2025: Governance Structures



**Strategic Overview Board:** The board meets quarterly and considers performance management information to manage the corporate improvement plan. The board comprises Cabinet, Chairs of Scrutiny and Management Team.

**Powys Public Service Board (PSB):** The statutory partnership body required under the Well-being of Future Generations (Wales) Act 2015. The PSB is responsible for developing the well-being plan for Powys in response to the well-being assessment. The board is chaired by the leader of Powys CC.

**Regional Partnership Board:** The statutory partnership required under the Social Services and Well-being (Wales) Act 2014 whose role is to manage and develop services to secure strategic planning and partnership working between local authorities and Local Health Boards and to ensure effective services, care and support are in place to best meet the needs of their respective population.

**Improvement Board:** The Board has the dual role of holding the Council accountable for improvement and seeking to help deliver improvement in both Social Services and the Council as a whole.

**Joint Partnership Board (JPB):** The board brings together nominated strategic leaders from Powys County Council and Powys Teaching Health Board. It provides strategic leadership and makes key decisions in accordance with a scheme of delegation, agreed by both bodies, to ensure effective partnership working across organisations within the county for the benefit of Powys.

**Programme and Project Management:** A proportionate approach will be used to ensure the outcomes developed in Vision 2025 are realised.

**Scrutiny:** In order to achieve this, the Council have appointed Scrutiny Committees which between them will:

- review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council
- make reports or recommendations to the Cabinet or the Council in connection with the discharge of any functions
- consider any matter which affects the Council's area or its inhabitants
- exercise the right to call in for reconsideration decisions made, but not yet implemented, by the Cabinet and Officers

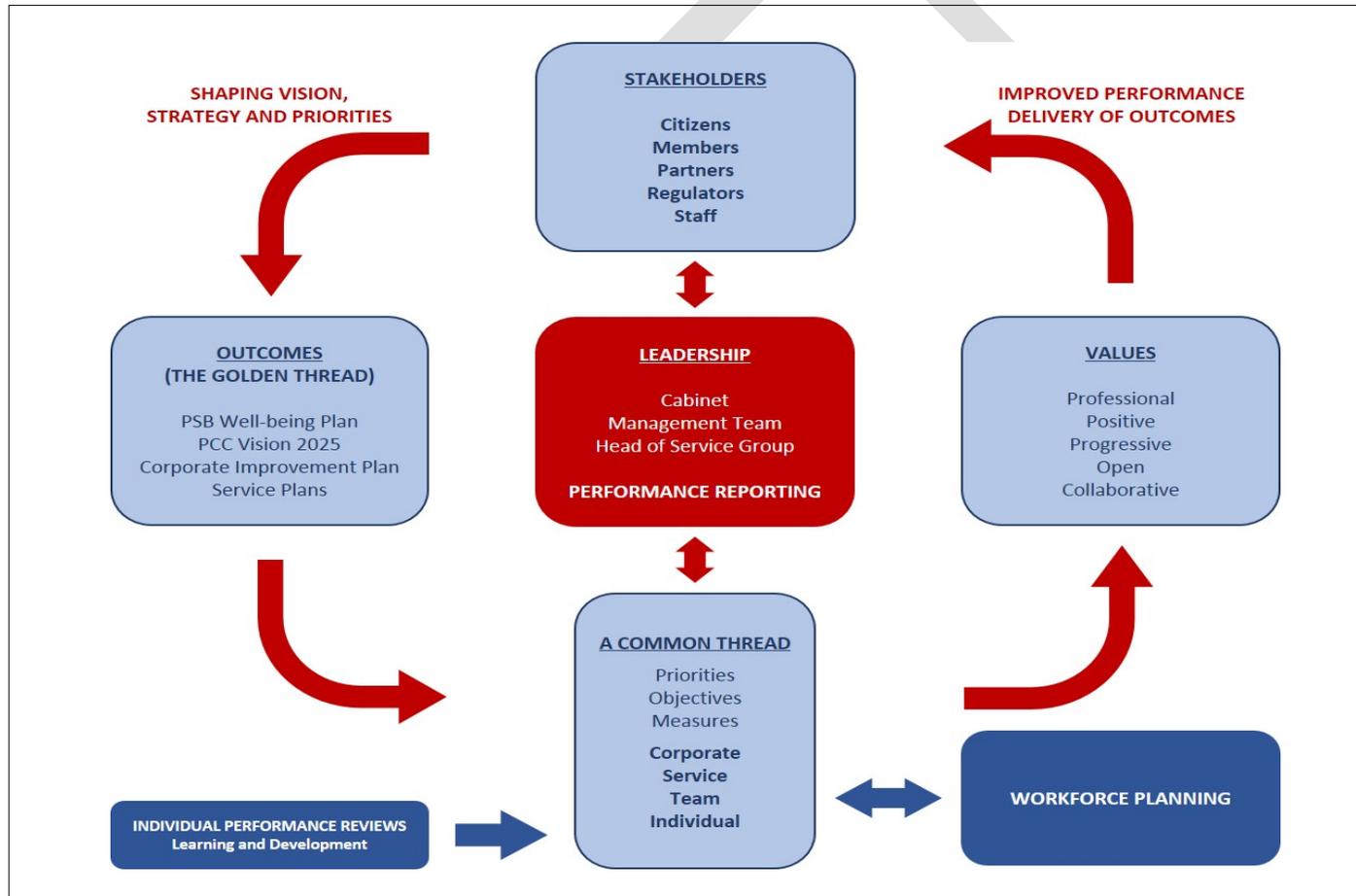
## **Performance Management**

The Council is in the process of reviewing and strengthening its performance Management Framework. Our organisation is large, complex and needs to work with multiple external partners to deliver overall results for our residents. A performance management framework is therefore essential as it lays out the

common system and methods needed to perform and improve, helping us to work as one 'joined up' community rather than separate services.

The framework ensures that staff can clearly understand their responsibilities regarding performance management on which the Councils governance arrangements will hold them to account.

Fig 3: The Council's Performance Management Framework



## How will we get where we need to be?

The purpose of making changes to the culture and operation of the Council outlined in this plan is to support the improved provision and outcomes for our communities which the Council and its partners are seeking to achieve. At the heart of this is the opportunity to make a real step-change, so that Powys is a place where children and families are seen as being at the heart of everyday living and working. Many of the objectives and actions in the plan may seem very managerial or administrative, but they are important components of making a large organisation work. The plan also recognises that procedural issues and strategies will not in themselves make any organisation work. There must also be changes in behaviours, leadership and partnership skills, energy, pace and momentum.

There are effectively two aspects of development:

- Governance & Leadership
- Organisational Design & Delivery

### Aspects of Effective Governance & Leadership

- Effective political leaders and elected members demonstrating high ethical standards in holding officers to account in the delivery of services
- Effective and professional strategic and operational senior management
- Effective elected member-officer relationships, which promote effective policy formulation and decision-making
- A clear vision and strategic direction, owned and shared by partners and supported by a robust governance framework
- Improved feelings and perceptions of trust and confidence in the council, its vision and how it conducts its business
- A modern and fit-for-purpose council constitution, which facilitates effective and transparent decision-making
- Fit-for-purpose partnerships to deliver priorities
- Active members working in localities to build community and citizens' resilience and capacity
- Decision-making processes which give due weight to the views of all stakeholders
- A commitment to co-production in the design and delivery of services
- Balanced objectives and an ability to align the goals of key stakeholders



## Aspects of Effective Organisational Design & Delivery

- A well-run, aspirational and high-performing council, turning strategies into actions which make a difference
- A performance-focused Council, prioritising delivery of shared outcomes, accurate performance measurement and continuous improvement
- A positive, energetic, open culture, built on effective workforce engagement, collective responsibility at all levels and corporate communication
- A talented and learning organisation, which attracts, develops and retains high quality employees
- Financial planning and resource management which support the sustainable delivery of the council's vision, improvement priorities and better outcomes
- External engagement which is customer-focused and supports a positive, aspirational and confident council
- Using modern digital solutions to improve service delivery, generate savings and promote better engagement and information-sharing
- An approach which manages risks well.

As a parallel plan to the Children's Services Improvement Plan we are not repeating its full contents. Corporate leadership and support to children's social care priorities has already started and will continue. A key part of the Council's focus must be on ensuring that our children and young people are safe. This is a job first of all for parents. Where parents either cannot or will not perform that role, then it is for the Council – as well as schools, colleges, health services, police and other public and voluntary sector bodies - to support and protect young people. But the Council's role is critical. This does not mean that the Council is not interested in other issues. Quite the opposite. If the Council is to create a positive quality of life for children and families then it must be a place which can attract investment and growth, with education and training opportunities, entry level jobs, a vibrant cultural, leisure and sporting life and a well maintained environment. The Council must also facilitate independence and resilience for its older population, having as robust a safeguarding approach for vulnerable adults as it does for children.

A key part of the improvement in governance and services is that elected members and officers of the Council should be able to recognise good and great services and partnerships, as well as its opposite. High quality services are defined not only by their service plans, but by an energy and commitment in implementation and regular evaluation of impact supported by quantitative and qualitative performance information. It is not enough for staff to be well-intentioned and caring about the services they work in – staff at every level need to be competent or expert in their field, to the required standard. Senior staff need to be able to exercise judgement and leadership skills, based on respecting and spending time with their staff whilst modelling the behaviours and values expected of everyone in the organisation.

The Plan will be a live document, updated as required as key aims and objectives are achieved and further clarity is gained in terms of future actions required. A robust monitoring process will accompany the delivery of the plan and its improvement actions (see also Appendix 1- Performance Management framework) including appropriate “BRAG” ratings and narrative to demonstrate ongoing delivery and impact.

As well as tracking our progress against the Improvement Plan we need to evaluate outcomes based on perceptions of change – do things look and feel different to our residents, partners, members and staff? This is an important thing for us to measure – it’s very easy to tick a box and say that a task has been completed, but much harder to be sure that putting the tick in the box means that there has been an actual change. The work we are doing is not just about changing governance or plans, but about changing our culture and behaviours as an organisation, and that evidence is harder to capture. A range of quality assurance activity is planned. Quality assurance activity that will be carried out includes:

- Surveys of staff, children and young people, parents’ and carers’
- Focus groups of service users
- Feedback via digital apps and social media
- Quantitative and Qualitative audits
- Peer & External audits
- Partnership self-evaluations

## Plan Governance and Leadership

The Powys County Council Improvement Board has been established after Powys County Council had been issued with a Warning Notice issued under Part 8 of the Social Services and Well-being (Wales) Act 2014, section 151 by the Welsh Government. The Minister for Social Services has determined that the Board will be chaired by Jack Straw (former Local authority Chief Executive) and its membership will be independent of the Council. It includes Phil Hodgson (former Director of Social Services), Geoff Burrows (former Portfolio Holder in another Local Authority) and a representative from the Children's Commissioner. The Board can comprise up to six members as other inputs are required. The Board is commissioned and contracted by the Welsh Local Government Association. The Council is establishing an Improvement Partnership chaired by the Council Leader which will work closely with the Improvement Board. Tasks may flow from the Board to the Partnership and issues may be escalated from the Partnership to the Board for resolution.

The Board has the dual role of holding the Council accountable for improvement and seeking to help deliver improvement in both Social Services and the Council as a whole. The Board membership is set out above but it will be supplemented by the attendance of and active participation by the Leader of the Council, Portfolio Holder for Children's Services, Chief Executive, Director of Social Services, Director of Education, Head of Children's Services, plus any other officers or partners who are needed to assist with any given item.

The Board will convene at least once a month for approximately three days. Activities will include 1-to-1 meetings with key staff and politicians, formal Board Meeting and engagement activity with staff at all levels.

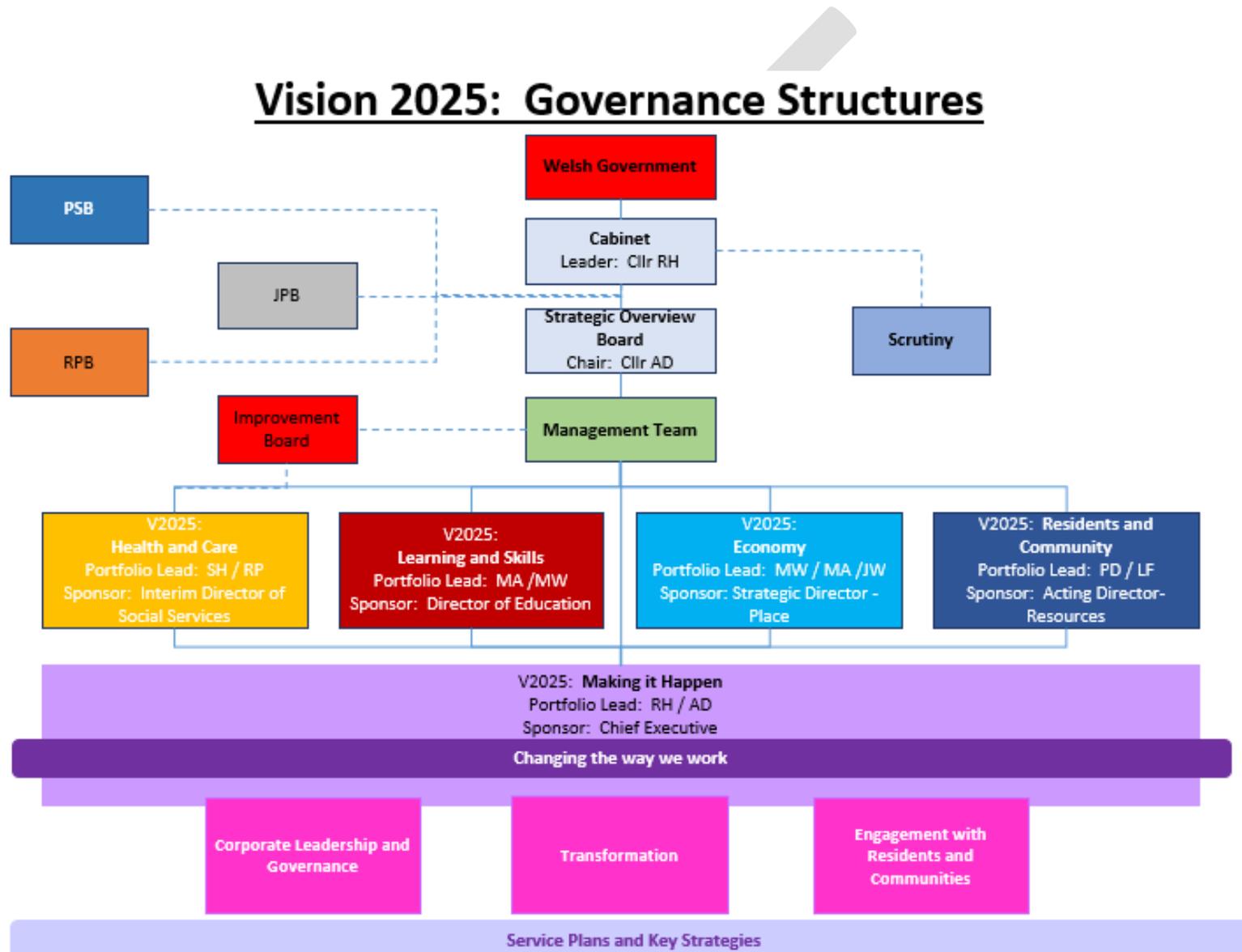
The Improvement Board will:

- Ensure production of a Children's Social Services Improvement Plan and Corporate Leadership and Governance Plan as directed by the Minister and in line with CSSIW expectations
- Monitor, scrutinise and challenge to ensure the timely delivery of actions identified in the Improvement Plan
- Hold the Council to account for delivering the broad spectrum of required improvement and escalate in the event of non-compliance
- Engage with staff at all levels to facilitate delivery of improvement and raise awareness of this work
- Keep informed WLGA, WG and CSSIW about progress

It is essential to identify, analyse and prioritise risks as part of the improvement process to ensure that these risks are managed effectively. There are significant risks to the Improvement Plan, including the Council's ability to deliver sustainable resourcing and workforce strategies. A programme risk register will be maintained by the Programme Manager and reported to the Improvement Board.

The Senior Responsible Owner for the plan is the Chief Executive, supported by the Director of Education.

Fig 4: Leadership and Governance Plan Governance



## CORPORATE LEADERSHIP & GOVERNANCE SERVICES IMPROVEMENT PLAN

### Priority Improvement Area A: Political Leadership

CMT Sponsor: Acting Chief Executive

#### Improvement Plan A: Political Leadership

Experience from elsewhere clearly indicates the importance of strong cross-party political leadership for changes in the way that the Council operates. Issues in service and organisational culture develop over time. The opportunity for making things better lies with councillors of all parties as well as officers. Whilst the political parties have different priorities and values, they have all recognised the importance of improvement. This can be seen in debates on Children’s Social Services and Vision 2025. We will continue to promote cross-party discussions to identify a shared agenda for change.

With help from Councillors and external partners, we will build a renewed bespoke councillor development programme. It can cover a variety of topics such as best practice for scrutiny, community engagement, corporate parenting, using social media, partnership working, councillor/officer roles and how local government finance works. We will take feedback from councillors attending and will be establishing what else we need to include in future, including more tailored development sessions for more experienced councillors.

#### Success Criteria

Leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for people

The authority works with partners to deliver help, care and support for people and fulfils its corporate parenting responsibilities. Involvement of local people is effective

Leaders, managers and elected members have sufficient knowledge and understanding of practice and performance to enable them to discharge their responsibilities effectively

A new vision for 2025 for Powys and for the Council, defined with citizens and partners. A new published Council Improvement Plan, linked with Council and service plans

Visible elected member leadership on looked after children, child protection and early help/ prevention issues

Effective Scrutiny processes contributing to challenge and accountability

Well balanced relationships between Cabinet and senior officers

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
A new vision for Powys and for the Council, defined	A1	Building on and developing the Vision 2025 through Council member workshops on development of the new	Acting Chief Executive	July 2017	March 2018	Develop Communications Plan /roadshows/workshops

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
with citizens and partners. A new published Council Improvement Plan, linked with Council and service plans. Leadership, management and governance arrangements comply with statutory guidance and together establish an effective strategy for the delivery of good quality services and outcomes for people.		Council Improvement Plan, develop an engagement programme with the workforce, partner organisations and community representatives				Senior Managers Forum will take place on 21 <sup>st</sup> February 2018 invite will be extended to all Senior Managers for the MT/HOS meeting.  Joint Leadership event to include Vision 2025
	A2	Production of vision and strategy document using material from workshops and incorporating engagement.	Strategic Business Manager		March 2018	Draft Programme Briefs developed and to be tested with Management Team 28.12.2017  Children's Services and Adults Services Improvement Plans developed  CL&G Plan developed  Management Team Away day planned for 15.01.18  Refer to A4 for Member Development Programme
	A3	Publication of new Council Improvement Plan.	Strategic Business Manager		March 2018	Editing of Corporate Improvement Plan has commenced and on track for March 2018 publication
Leaders, managers and elected members have sufficient knowledge	A4	Renewed development programme for elected members: <ul style="list-style-type: none"> <li>Cabinet – including roles, individual Portfolio Holder Decisions, Strategic</li> </ul>	Scrutiny Manager and Head of	Sept 2017	January 2018	See A9 below for Corporate Parenting Training

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
and understanding of practice and performance to enable them to discharge their responsibilities effectively.		Decision Making and Time Management. <ul style="list-style-type: none"> <li>• Cabinet / Senior Officer relationships – what do Cabinet and Senior Officers expect from each other and the development of relationships</li> <li>• Forward Work Planning</li> <li>• Relationships between Cabinet and Scrutiny</li> <li>• Roles of officers and members</li> <li>• Getting all Members of Council to understand their roles and responsibilities and how they are part of / contributors to delivering the Council's improvement</li> <li>• Chairing skills for committee chairs</li> <li>• Scrutiny committees – roles and responsibilities</li> <li>• Training for Scrutiny Working Group Lead Members – chairing skills and leading groups</li> </ul>	Democratic Services (with WLGA)			Members Development Programme agreed with political leaders and Ian Bottrill/ Geoff Burrows for training covering several areas over the next 3 months and dates are set in a Programme Evidence in form of the training programme and slides obtained 19.01.2018
	A5	Proposal for renewed coaching offer for Cabinet Members / Political Group Leaders and Scrutiny Working Group Lead Members.	Scrutiny Manager and Head of Democratic Services	December 2017	March 2018	Informal arrangements have been with the Leader  Other coaching will be made available to Cabinet Members if required

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						<p>The outcomes of the Development Programme with Ian Bottrill will be used to identify the requirements</p> <p>WLGA Mentoring scheme is in place and available to all Members</p>
Elected members need to be clear about the vision for Children's Services and recognise this as a high-risk area for the council. To support this, members need training to understand the direction of services and the particular risks inherent in Children's Services.	A6	Children's Services to provide a briefing to Members Development Day that sets out the direction of services and the inherent risks in Children's Services.	Head of Children's Services		November 2017	<p>Members Briefing Session on Children Safeguarding - 43 members in attendance</p> <p>Elected Members are being helped to develop a greater understanding of the inherent risks in Children's Services</p> <p>Children's Services have been recognised as a high-risk area for the Council and they are beginning to receive full corporate support so that delivery of high quality services is ensured</p>
	A7	To develop a Children's Services training module to be part of the member's induction process.	Head of Children's Services		23 <sup>rd</sup> February 2018	<p>Cabinet and elected members have attended members briefing session to develop a clear knowledge and understanding of their Corporate Parenting responsibilities</p> <p>Training module has been planned over 3 sessions to cover the following; PPD Brief; Safeguarding; Corporate Parenting, Children and young people.</p>



Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						<p>Members are planning to meet the different teams Letter has been drafted to Cllr Rachel Powell to members to request their preferences for which teams they would like to visit</p> <p>Bond Solon have been commissioned to provide Corp Parenting training to all Senior managers across the organisation, Partners and all members. These dates have been arranged for 22<sup>nd</sup> and 23<sup>rd</sup> February 2018</p>
<p>All elected members have a clear understanding of, and are able to fulfil, their corporate parenting responsibilities.</p>	<p>A8</p>	<p>Information and performance data to be provided to elected members to enable them to discharge their Corporate parenting responsibilities to be provided to all elected members.</p>	<p>Head of Children's Services</p>		<p>January 2018</p>	<p>A suite of sentinel indicators has been developed which all elected members can access directly on a monthly basis. The new Corporate Parenting Group will be reporting to all members via the Cabinet and Scrutiny arrangements</p> <p>Dashboard developed for Improvement Board. Dashboard will be used to report to scrutiny</p> <p>Scheduled of scrutiny dates have been agreed and reporting timescales confirmed</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	A9	Cabinet Members to attend Corporate Parenting Group meetings as set out in the Terms of Reference.	Acting Chief Executive	Sept 2017	November 2017	<p>Invite has been extended to all Cabinet members to play an active role at Corporate Parenting Group to ensure the Council discharges its Corporate Parenting Responsibilities</p> <p>Cabinet attended the Corporate Parenting meeting and have a schedule of future dates to July 2018</p>
Implementing the requirements of the Social Services and Well-being (Wales) Act 2014 so there is understanding at a corporate level in relation to the delivery of information, advice and assistance.	A10	Provide an Information, Advice and Assistance (IAA) briefing to members.	Acting Chief Executive		March 2018	<p>Presentation prepared</p> <p>Presentation to be given at HofS and Management Team 21.02.18</p> <p>This will be Presented to Cabinet / MT on 16<sup>th</sup> January 2018.</p>
	A11	Implement regular reporting under the Corporate Improvement Plan for delivery of IAA.	Acting Chief Executive		May 2018	<p>Date moved from November 2017</p> <p>Needs to be rescheduled in line with development work being undertaken at A12.</p>
	A12	Undertake a mapping and gapping exercise across the Council for all IAA functions.	Director of Social Services		March 2018	<p>The Children and Young People Partnership has made this a priority action, within the work being done to develop prevention and early intervention across all public services. A workshop is being arranged for January. We anticipate that it will be possible to</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						merge Infoengine and DEWIS from January, with the potential to link in with the NHS 111 service
Effective Scrutiny processes contributing to challenge and accountability.	A13	Core training in Scrutiny skills and approaches. Design 2018/19 scrutiny programme to trial and test new ways of working, in line with a programme of strategic inquiries, including performance management of the Children's Services Improvement Plan.	Scrutiny Team	Sept 2017	April 2018	Scrutiny work programme has been revised. It is reviewed every month by the Joint Chairs Steering Group  Review of Scrutiny Service was completed July 2017 and agreed by MT. Recommendations are in progress and awaiting resource allocation

**Priority Improvement Area B: Officer Leadership**

**CMT Sponsor: ActingChief Executive**

Improvement Area B: Officer Leadership	
<p>We need to identify ways to make the governance stronger around support services so that they are managed effectively and consistently. We want to drive culture change throughout the council – ensuring that we do the right things in the right way.</p> <p>We will closely link budget and business planning processes, to develop a sustainable Council Operating Model. This work stream aims to:</p> <ul style="list-style-type: none"> <li>• Redesign how we deliver services</li> <li>• Understand the demand from our service users and look at what drives it</li> <li>• Look at how we can work with partners to deliver services differently</li> </ul> <p>One of the key ‘design principles’ for the Council Operating Model will be use of demand management as a way of redesigning services. For us, demand management means understanding the reasons for the levels of take-up and use of our services, understanding who uses our services and finding out what people really need. This changes how we interact with people, how we plan and manage our services and what we actually provide.</p> <p>Planning processes will establish what new services will look like, the levels of service they will offer and how the processes in the services will be changed and managed to be more efficient.</p>	<p><b>Success Criteria</b></p> <ul style="list-style-type: none"> <li>• Meeting people’s needs for good services is a clear focus for councillors, managers and staff</li> <li>• Services are well-led, direction is clear, and the leadership of change is strong. Roles and responsibilities throughout the organisation are clear</li> <li>• Creation of over-arching service improvement strategy, within the Council’s Performance Management Framework</li> <li>• Running a service “health check” approach - to include on a selected basis, “mystery shopper” exercises - to ensure all services are at least at a good level of performance and achievement</li> <li>• Redesigning of corporate services to meet new requirement of one highly performing Council</li> <li>• Effective cultural change programme explaining standards, public service values and customer/citizen focus, allied to a business - like approach, being inspired by work etc</li> <li>• Senior and middle management recognisably reflecting corporate style and values</li> </ul>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
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Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Creation of over-arching service excellence strategy for whole council	B1	Refresh performance framework for securing service improvement	Strategic Business Manager		November 2017	Agreed by SOB 24.01.18. The published document obtained as evidence
	B2	Creation of “dashboard” approach to reporting key performance indicators	Strategic Business Manager		November 2017	Management Team live 13.12.17  Now moving to BAU and further development will be monitored through BI Programme Board  Evidence is live system
Ensure that the Council has permanent senior managerial capacity appropriate to the size of the organisation, enabling it to continue to deliver on service improvement, the Council Operating Model and normal council business.	B3	Confirm interim roles and responsibilities of the Council Management Team in line with improvement plans	Acting Chief Executive		November 2017	Completed  Minutes to be obtained for evidence and staff comms
	B4	Confirm roles and responsibilities of the Council Management Team and Heads of Service levels of the Council, in accordance with statutory duties and requirements.	Acting Chief Executive	Not started	April 2018	
	B5	Production of revised management structure proposals, agreement to new structure, implementation and completion of all top tier appointments.	Acting Chief Executive	Not started	September 2018	
Accurate, well evidenced self-evaluation of services.	B6	New ACRF and Estyn self-evaluations	Directors of Education & Social Services	December 2017	March 2018	Estyn self- evaluation Document due to be pulled together end of January 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
<p>Redesigning of Corporate Services to meet the requirements of one highly performing Council.</p>	<p>B7</p>	<p>Review to consider:</p> <ul style="list-style-type: none"> <li>• Defining enabling role of business partners and support teams</li> <li>• Long-term Customer Service, ICT and Digital Strategy for the Council to include investment and savings opportunities</li> <li>• Strengthening impact of performance team</li> <li>• Strengthening focus of HR and OD function of both strategic and transactional activity</li> <li>• Health check of financial management and internal audit functions</li> <li>• Health Check of Communications function</li> <li>• Health Check of ICT functions</li> <li>• Health check of Legal Services</li> <li>• Holistic review of Commercial Services in supporting commissioning and procurement across the organisation to include; procurement, contract and account management, third</li> </ul>	<p>Director of Resources</p>	<p>December 2017</p>	<p>April 2018</p>	<p>Workshops in progress and scheduled throughout January and February with respective corporate support functions aligned to each action point</p> <p>Customer Services &amp; ICT Digital Strategy – First Web / CRM processes are now ‘live’ in the HT&amp;R service area providing improved customer satisfaction through more accessible and understandable information, improved communications between the customer and the council and a full audit trail of all requests</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
<p>Effective cultural change programme explaining standards, public service values and customer/citizen focus, allied to a business - like approach, being inspired by work etc.</p>	B8	<p>party spend and commerciality</p> <p>Key elements could be:</p> <ul style="list-style-type: none"> <li>• Inclusive and intensive engagement programme to involve staff across the across Council on the Council Improvement Plan and Vision</li> <li>• Embedding common management approaches, reinforced by cultural programme key messages focused on customers and citizens</li> <li>• Using council performance management framework to set high standards and aspirations</li> <li>• Using coordinated presentation to communicate key messages symbolically e.g. actions not words</li> <li>• A visible and outward looking senior management team</li> <li>• Building leadership capacity throughout the organisation</li> </ul>	Council Management Team		April 2018	To be discussed with Head of OD and interim Director of HR

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Running a service "health check" approach - to include on a selected basis, "mystery shopper" exercises - to ensure all services are at least at a good level of performance and achievement.	B9	Schedule programme of review of key services, using perception tools and including use of Youth Forum and other stakeholder forums (e.g. Schools Forum) where appropriate.	Strategic Business Manager, CYPP Coordinator & Youth Engagement Team		Renewed programme from September 2018	
Senior and middle management recognisably reflecting corporate style and expectations.	B10	Appointment of senior staff to meet behavioural, professional excellence and integrity standards with focus on efficiency and value for money.	Head of OD	December 2017	April 2018	Refer to C1, C11 - 15
	B11	Renewed management development programme, including use of external opportunities.	Head of OD		September 2018	Refer to C14, 15
Enhanced capacity of senior staff and corporate operation of the authority supported by management governance mechanisms and disciplines.	B12	Refine terms of reference and operating arrangements for key management processes, including Council Management Team and Heads of Service Groups.	Strategic Business Manager		January 2018	Revised ToFR drafted for MT, evidence provided  EMT ToFR agreed by SOB 23.01.18  HofS will be completed by end of Jan
	B13	Reinforcement of leadership and management values through workshops.	Council Management Team		February 2018	Refer to C11 -15 as maybe dependent on their delivery



Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	B14	Review current levels of management qualification and training of top two tiers.	Head of OD		April 2018	Refer to C11 -15
At a corporate level, the Local authority must establish systems and structures to effectively monitor and evaluate progress within Children's & Adults Social Care.	B15	Refresh the Corporate Performance Management Framework.	Strategic Business Manager/ Head of Children's Services		November 2017	New PMF agreed by SOB 23.01.18. Refer to F1

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## Priority Improvement Area C: Workforce Strategy

CMT Sponsor: Strategic Director - Resources

### Improvement Area C: Workforce Strategy

As part of a “one Council” approach, the Council will need the right numbers of people in the right roles with the required capabilities to deliver improvement. We recognise that these requirements will change as our priorities and plans change.

(See also C20-26 of the Children’s Services Improvement Plan)

#### Success Criteria

Renewed approaches to:

- Organisational Design
- Workforce Planning
- Attracting and recruiting staff
- Leadership and Management Development
- Performance Management of People
- Workforce Development
- Pay Reward and Recognition
- Workforce Health and Wellbeing

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Strengthen Organisational Design.	C1	Review management model to consider the values placed on technical skills versus management role.	Head of OD	February 2018	April 2018	
	C2	Review Council Services in order to align them with Vision 2025 delivery	Acting Chief Executive & Council Management Team	May 2018	June 2018	
	C3	Define structures based on service delivery.	Head of OD	October 2018	December 2018	
Strengthen Workforce Planning.	C4	Develop a 5 year strategic workforce plan that meets future labour market	Head of OD	October 2018	December 2018	

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
		challenges and a changing service delivery model				
	C5	Develop operational workforce plans at a service level including having a planned approach to those leaving the organisation through retirement etc.	Head of OD	November 2017	April 2019	<p>Toolkit assessments completed by January 2018</p> <p>Plans based on current structures in place by April 2018</p> <p>Plans for future structures April 2019</p> <p>2 returns received at 04/01/18</p>
	C6	Embed workforce planning as part of the business planning cycle – using 6 steps methodology	Strategic Business Manger	Not started	April 2019	
	C7	Have a robust approach to exit interviews to understand reasons for leaving	Head of OD	November 2017	April 2018	<p>Automated questionnaire sent to leavers to complete</p> <p>Themes will be reported on a quarterly basis, too early for a report currently</p>
Improving how we attract and recruit staff	C8	Review and redesign recruitment processes	Head of OD	December 2017	September 2018	Process reviewed and mapped, recommendations being considered for April 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
		Phase 1 modify current processes in house including improving on-boarding  Phase 2 fully redesigned automated system				Phase 2 dependent on resource availability in the iTrent Systems team availability in the iTrent Systems team
	C9	Values Based Recruitment Approach	Head of OD	January 2019	June 2019	
	C10	Develop an approach for recruitment campaigns (attracting potential employees)	Head of OD	November 2017	September 2018	All Powys Video launched  Rolling advert for social care workers  Increased use of social media
Strengthen Leadership & Management Development.	C11	Review of current leadership framework.	Head of OD	July 2018	September 2018	
	C12	Review competencies and behaviours required of leaders at all levels.	Head of OD	April 2018	June 2018	
	C13	Develop management induction training ensuring managers at all levels understand their responsibilities.	Head of OD	January 2018	January 2018	Programme in development will be ready to implement after 31 Jan
	C14	Ensure all managers have had leadership and management training. Introduce an internal 'Certificate to Practice' for all Managers based on competencies.	Head of OD	October 2018	December 2019	To follow review of leadership framework, date TBC  This solution needs to be clarified following review of leadership framework

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Strengthen delivery of Performance Management of People.	C15	Define a Performance Management of People accountability framework.	Head of OD	September 2018	December 2018	
	C16	To ensure that each member of staff receives and 90 day / IPR conversation.	Head of OD	April 2015	Ongoing	<p>Corporate Target is 70%</p> <p>Baseline 62% as of September 2017</p> <p>Moved to recording on Trent, currently at 15.12% Q3</p> <p>Data indicates a dip, but likely to be because managers are not recording IPR on the system, hence Amber RAG</p> <p>Comms to be sent out to all staff reminding them of requirement</p>
	C17	Clarity and measurement of individual objectives aligned to organisational objectives.	Head of OD	July 2019	TBC	<p>Need to understand the mechanism for measurement of this</p> <p>Requires change of end date, dependant on C15 suggest complete July 2019</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Strengthen delivery of Workforce Development.	C18	Clearly defined induction including corporate mandatory training and service specific requirements.	Head of OD	December 2017	April 2018	Staff handbook reviewed  Paper to Council Mgt Team/HoS on corporate mandatory training in 17 Jan 18 Service mandatory training defined by April 2018
	C19	Defined succession plans / career pathways.	Head of OD	TBC	September 2020	
	C20	Understand current skills within the organisation in order to best utilise people resource	Head of OD	June 2018	December 2018	
	C21	As part of workforce planning identify future skills and capabilities required.	Head of OD	February 2019	April 2019	
	C22	Review training delivery / offer available to staff, ensuring best fit with business need and enables staff to perform in their roles.	Head of OD	April 2019	September 2019	
	C23	Increase the use of graduates, trainees and apprentices throughout the organisations	Head of OD	September 2017	April 2019	Apprentice Scheme Launched November 2017  Recruiting schedule for apprentices released for 2018  Three posts advertised December 2017

Recommendation	Ref	Action	Lead	Start Date	Timescale	Progress
Renew Pay Reward & Recognition.	C24	Review current approach to pay and grading, (JE)	Head of OD	July 2017	May 2018	Draft proposal in place for grades 1-14 for JE methodology with Director of Resources for consideration
	C25	Review current Terms and Conditions of Service to consider any efficiencies	Head of OD	TBC	December 2020	
	C26	Develop a staff benefits package.	Head of OD	November 2017	April 2018	Implementation from April 2018  Paper to Resources Mgt Team November 2017
	C27	Review the link between performance and pay.	Head of OD	December 2018	July 2019	Date changed from December 2018 as dependent on outcome of C15
	C28	Talent mapping / programme.	Head of OD		December 2020	
Strengthen Workforce Health & Wellbeing.	C29	Define a wellbeing offer for staff.	Head of OD	February 2018	April 2018	
	C30	Review policies to ensure they reflect the health and wellbeing of our staff.	Head of OD	February 2018	September 2018	

## Priority Improvement Area D: Strategic & Financial Planning

CMT Sponsor: Strategic Director - Resources

### Improvement Area D: Strategic & Financial planning

**It is essential that financial decisions are undertaken at a whole Council level, providing a more transparent view of the Councils available resources, ensuring the financial impact of decisions across the whole Council are understood and the effective alignment of resources across both Capital and revenue budgets to deliver the Vision 2025 is delivered. The Council needs to strengthen the links between the strategies, policies changes and plans for services, with the medium and long-term financial plan, showing what we want to achieve and how we intend to achieve it, alongside affordability and sustainable benefits.**

**The model for delivering priority services, its infrastructure and resource needs to deliver future priorities are affordable within available finances. Effective strategic planning is crucial to help us develop well-considered and sustainable responses to financial pressures.**

**We must ensure that our medium term financial plan identifies the major financial risks and key assumptions, with senior officers and councillors owning service aspects, from which they should be subject to effective scrutiny and challenge before adopting the plan.**

**Services need to work out the most cost-effective ways of using the resources at their disposal to deliver their goals, and where necessary identify what can be stopped or reduced.**

**The Council needs robust information to support the detailed analysis needed to link the vision and objectives to the delivery of plans.**

**The Council should regularly review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings plans, including the level of scrutiny and challenge provided by councillors.**

#### Success Criteria

- A comprehensive Medium Term Financial Strategy and 5 year Financial Plan which considers all of the financial requirements of the Council
- Effective planning, based on good information is an efficient and effective way to supporting tough choices and developing clear priorities
- Strengthened financial-planning arrangements which align key strategies such as ICT, workforce and asset management plans with the MTFS for both Revenue and Capital expenditure
- Comprehensive multi-year fully-costed plans which underpin and cover the 5 year period of the MTFS
- Savings proposals that shift from traditional type savings to transformational savings ensuring that the timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned
- Funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan
- A comprehensive reserves strategy which outlines the specific purpose of accumulated useable reserves and the impact and use of these in the MTFS
- An organisation which has appropriate financial skills to plan and manage its resources effectively
- A resilient and modern Financial Services offer that is resourced and fit for purpose, with a depth of financial expertise, skills and ability to support the development agenda and underpinned by effective systems
- Timely and effective financial information to assist the Council in its commissioning role, provide evidence to demonstrate value for money,



**We will strengthen budget setting and monitoring arrangements to ensure financial resilience; and review the coverage and effectiveness of our internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems.**

**We must ensure that the whole organisation has the necessary financial skills to undertake their responsibilities.**

**The council will ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFS at the pace required.**

and provides financial and management accounting information better aligned to activity and performance data

- Appropriate and efficient systems and procedures to facilitate robust and effective financial management and decision making

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
<b>Strengthen Financial Planning Arrangements.</b>	D1	Medium Term Financial Strategy developed clearly aligned to the 2025 Vision.	Head of Finance	April 2017	January 2018	MTFP, MTFS, FRM, Capital programme saving plans and strategies to be reviewed to align with Vision 2025.  MTFS document must be completed by the end of January to submit to Cabinet. Agreement with DP to refresh current strategy with proviso that strategy will be reviewed to further develop and improve the viability of the strategy to meet the budget.
	D2	Development of a modern 5 Year Budget Plan for Revenue and Capital.	Head of Finance	May 2017	January 2018	5 year rolling programme will be in place which will be going to Cabinet in 30 <sup>th</sup> Jan and full council in February.
	D3	Clearly defined Financial Framework and timetable.		May 2017	30 <sup>th</sup> November 17	Timetable is in place, finance scrutiny panel building scrutiny, financial planning and budget setting into their work programme. Starting to build 19-20 budget timetable.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D4	Development of Directorate FRM's covering the 5 year cycle (link to grid C- Strengthen Organisational Design).	Finance Business Partners	November 2017	31 <sup>st</sup> March 2018	Directorate FRM's introduced (not sure if aligned to 5 year cycle). 18-19 plans complete, further development of the next 4 years is currently being undertaken.
	D5	Forecast the use of reserves over the MTFP period and update the reserve policy accordingly	Deputy H of FS	May 2017	Jan 2018	5 year forecast of the use of reserves has been created. A holistic approach to budgeting will continue to ensure the forecast is continually reviewed and maintained.
	D6	Undertake a Risk Assessment of the Financial Plan.	CIPFA / WLGA	December 2017	January 2018	CIPFA consultant in the middle of the assessment - 15 <sup>th</sup> Jan to conclude
	D7	Service savings targets set for income and cost improvement opportunities can be achieved in planned timescales and are sufficiently well developed for inclusion in the annual budget.	Directors and Heads of S	April 2017	December 20 <sup>th</sup> 2018	Income and cost improvement board is in place but as of yet there have been no savings identified or delivered.
	D8	Use of ASC budget review to strengthen future needs of the service.	Marie Jones	Oct 17	31 <sup>st</sup> January 2018	LD review completed and agreed by service. MH and PD to be completed by 31/1/18. Recommendations that will facilitate efficiencies and remove silos need to be taken forward by service
<b>Develop a Resilient and Modern Financial Service.</b>	D9	Actions identified within the Financial Services Improvement Plan: <ul style="list-style-type: none"> <li>Fill all new senior posts to provide financial resilience</li> </ul>	Deputy H of FS	September 16	March 2018	Service has appointed to 2 senior posts including a new deputy head of finance, and a finance manager of Place (had two people rescind offers of jobs). Still senior vacancies to fill and maternity cover to plan for.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		<ul style="list-style-type: none"> <li>Further training of qualified staff to upskill in commercial and customer focus need</li> </ul>				<p>Further training being undertaken for all business partners who are undertaking the business partner qualification. 4 trainees undertaking professional accountancy courses.</p> <p>Adhoc course being completed dependant on need and demand.</p> <p>Finance Business Partner undertaken by 6 qualified staff – broad ranging course covering integrity, emotional awareness, the role, communications etc</p>
	D10	Customer questionnaire to ensure fully understand the standard of the service and customer satisfaction.	Deputy H of FS	Feb 2018	March 31 <sup>st</sup> 2018	Awaiting post holder to join the council with a start date of February. Once in post they will take this work forward as their first action.
<b>Improve Financial Skills of Whole Organisation.</b>	D11	<p>Training Plan written, needs to be implemented across the council, includes:</p> <ul style="list-style-type: none"> <li>Managing revenue and capital budgets</li> <li>Using the finance system</li> <li>Commercial accounts</li> <li>VAT, income</li> <li>Schools financial management</li> </ul>	Accountants	September 2017	December 2018	Training plan is drafted and has commenced to meet all the needs identified.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D12	Budget Seminars for Wider Council Officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.	Heads of Service	May 2017	Jan 2018	Seminar completed in January with 2 further seminars to follow with full council.  Induction and training have been completed. Workshops and budget seminars held with members. Current round ends January but will continue periodically moving forward, dates are being included in the forward work programme for Cabinet and full council.
	D13	Series of workshops for Cabinet development across all financial area.	Head of Finance	May 2017	Jan 2018	This round will end in January but will continue periodically moving forward dates are being included in the forward work programme for cabinet and full council.
<b>Income Generation.</b>	D14	Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.	Head of Finance	April 2017	Jan 2018	Income policy is now in place.  Continued development of pricing and charging strategies which have been signed off by income and cost improvement board.
	D15	Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position. Budget debate about savings from ceasing these service areas.	Deputy H o F	Dec 2017	March 2018	Purchased CFO insight through CIPFA which is a benchmarking tool providing information across all service areas and comparison across the UK. This will enable informed decision making with robust data to aid the reduced level of funding being faced by the Council.  Finance staff currently being trained to use the system.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D16	<p>Improve management of performance, governance and accountability by:</p> <ul style="list-style-type: none"> <li>Regularly reporting any changes to charges to scrutiny committee(s)</li> <li>Improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives</li> <li>Benchmarking and comparing performance with others more rigorously</li> <li>Providing elected members with more comprehensive information to facilitate robust decision-making</li> </ul>	Accountants	April 2017	Jan 2018	<p>This forms part of the income policy. This will ensure that services comply to the policy with regular review of their charging benchmarks compared to other authorities.</p> <p>The fees and charging register will form part of the budget setting process.</p>
	D17	Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.	FBPs	April 2017	March 2018	Limited progress on this, however further development and provision of information which will form part of the monthly budgeting.
	D18	Progress the development of opportunities through the Income and Cost Improvement Board.	Head of Finance	April 2017	December 2018	<p>A number of opportunities have been identified and business cases are being developed to take the work forward but progress is slow.</p> <p>This wasn't achieved in 17-18 but will continue into the 18-19 budget. A reduction in the target is being considered as part of the budget process.</p>
<b>New Finance System.</b>	D19	Financial System procured in collaboration with other Welsh Authorities.	Deputy H of F	April 2017	December 2018	4 authorities currently on board with a further 4 interested in drawing down the framework afterwards.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	D20	PQQ phase to short list for Lot 1 – 3.		April 2017	November 2018	Final tender process finishes by 31/1/18
	D21	Implement new System and train users.		April 2017	December 2018	
<b>Improve the provision of financial Information.</b>	D22	Work with BI to provide both financial and activity data for managers.	Head of Finance	April 2017	April 2018	Some financial dashboards Linking with activity data to be completed by end of April 2018
	D23	Annual benchmarking information to facilitate challenge through CFO Insights database.	FBPs	December 2017	November 2018	Some initial benchmarking work undertaken to support budget setting process but will be built upon with forward planning process.
	D24	New Financial system will provide dashboards and online information.		April 2017	2019	Dependant on D19
	D25	Training for accountants in report writing and presentations.	Deputy Hof FS	April 2017	June 2018	Public speaking course completed. Further courses to be undertaken on report writing and presentations Date extended due to other work commitments

## Priority Improvement Area E: ICT & Business Systems

CMT Sponsor: Strategic Director - Resources

### Improvement Area E: ICT and Business systems

Individuals and staff can access digital services they need in an efficient, effective and agile manner. We will encourage people to think Digital First in any proposed changes and service improvements. This will be achieved through high quality effective and efficient ICT support services, products and infrastructure that is robust safe and fit for purpose.

#### Success Criteria

- Promote a digital first and agile ready approach to transformation activity
- Creating a joined up hub of integrated systems that through electronic integration remove duplicate data and manual reconciliations
- Reduce legacy back office systems through access to the corporate hub, sharing and integration to ICT standards
- Improve and maintain the Councils ICT infrastructure taking advantage of the latest cloud technology, ensuring our data remains safe and secure
- Improve our ICT responsiveness with ICT service targeted to the priorities of both Powys County Council and Powys teaching Health Board.
- Implementation of the joint WCCIS

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Corporate Hub of integrated systems.	E1	Introduce modern up to date financial processes linked to business activity. i.e: Replace finance system	Head of ICT	June 2017	March 2019	System is currently in the process of procurement and being tendered. Tenders will be evaluated Jan 18 with the preferred contractor awarded Feb 2018
	E2	Enable the information we hold to be secure, safe and accessible with retention and duplication managed by the systems. i.e: SharePoint	Head of ICT	April 2017	June 2018	SharePoint (Cloud based) System is available. There remains some issues getting to rollout stage. It is Anticipated that full operation will be live Q4 17/18

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	E3	Transform our business processes through improved digital capability and access to our customers to enable self-service for the digitally enabled and assisted service for those who are not. Ensuring this work focusses on end to end processes to enable efficiencies within the back office through wholly digital transactions and processes. i.e: Web platform (External)	Head of ICT	April 2017	2018	Partially Live with HTR end of January  Next phases in discussion for start of phase 2 (income and awards)
	E4	Join our HR systems to the corporate hub to remove duplication and manual processes. i.e: iTrent	Head of ICT	August 2017	Jan 2018	Currently experiencing Issues with main supplier (Midland HR). Progress was made in a meeting held on 12/01/2018.
	E5a	Ensure WCCIS functionality is supporting and recording social care practice and process improvements.	Head of ICT / Director of Social Services	April 2017	March 2019	Live. Additional modules 2018/19  System is now live – further work is ongoing on integrated process improvement which will enable maximised benefits across both PCC and PtHB.
	E5b	Further develop the National Health and Social Care system to enable further integration of teams and processes, sharing of client records and improved business intelligence in support of decision making.	Head of ICT / Director of Social Services	April 2017	March 2019	Live. Additional modules 2018/19  Improved outcomes for both PCC and PtHB
System rationalisation.	E6	Remove redundant legacy systems as more services use the corporate hub.	Head of ICT	December 2016	2020	This element of work will be continuously ongoing through



Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		Reducing complexity, manual interfacing, support and contract costs.				the duration of the plan. There are 2 approaches this work seeks to achieve, first is to make use of the corporate hub to decommission systems. The second approach seeks to rationalise systems and make best use of systems within organisation.
	E7	Support the re-procurement of legacy systems (where needed) integrating them to the corporate hub of systems.	Head of ICT	December 2016	2020	<p>Planning &amp; building control system live April</p> <p>Housing placed into plan 2018/19</p> <p>Finance system planned (refer to E1 above)</p>
Robust safe and fit for purpose infrastructure.	E8	Replace infrastructure to ensure the IT systems remain robust, supportable and safe in support of service business continuity. i.e 2017/18 kit replacement	Head of ICT	April 2017	March 2018	<p>Replaced core switch</p> <p>Redundant switches</p> <p>VPN replacement (being reviewed)</p>
	E9	Modernise infrastructure to future proof our ICT capability and support services in taking advantage of new and emerging IT opportunities e.g. skype for business. i.e improving infrastructure 2017/18	Head of ICT	April 2017	March 2018	<p>VOIP Project</p> <p>Wi-Fi improvements</p> <p>Office 365 (End date TBC 18/19)</p>
	E10	Cyber security improvements.	Head of ICT	April 2017	December 2017	<p>Cyber Improvements – firewalls</p> <p>Cyber review and gap analysis undertaken for 2017/18 work this has now been completed</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						and will be reviewed again 2018/19
Improve ICT service through the adoption of ITIL processes and governance	E11	Improve our ICT services and improve our engagement with stakeholders.	Head of ICT	April 2017	March 2018	This work is to look at the IT service management and service control moving into the whole of the IT Service. The review will seek to identify new processes, new structures and new jobs. Formal consultation currently in progress.

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**Priority Improvement Area F: Performance Management**

**CMT Sponsor: Strategic Business Manager**

Improvement Area F: Performance Management	
<p>Clearly understood responsibilities and accountabilities across the organisation for the management and delivery of outcomes</p> <p>Effective Business Intelligence that drives performance improvement</p> <p>Individual training, responsibilities, and performance reviews linked to the objectives of the organisation</p> <p>Leadership and Management</p> <p>Governance, monitoring and reporting</p> <p>(See also D5-9 of Children’s Services Improvement Plan)</p>	<p>Success Criteria</p> <ul style="list-style-type: none"> <li>• Everyone has clarity of what is expected. Providing effective management, leadership and accountability at all levels of the organisation. Responsibility for improvement taken at every level.</li> <li>• Using business intelligence has moved the council (and its partners) from performance management to performance improvement by enabling the leadership and management to:               <ul style="list-style-type: none"> <li>○ Effectively measure, manage and evaluate services</li> <li>○ Direct strategic plans and policy by understanding why things have, or are likely to change</li> <li>○ Provide robust information to stakeholders</li> <li>○ Well informed decision making and management of risk</li> </ul> </li> <li>• An understanding of direction - employees set their objectives which support the organisational goals empowering ownership of how individual performance is delivered. Continuous improvement - higher performing teams, reduced employee turnover, fewer mistakes and increased ability.</li> <li>• Leaders and Managers act on the information received directly to their desktop, periodically via agreed dashboards. Managers take responsibility for interpreting the information received ensuring resources are deployed where required.</li> <li>• Planned direction for the Council is monitored and challenged ensuring performance is managed effectively. Issues leading to consistent poor performance are understood, impact on outcomes including savings is understood and remedial actions are put in place to bring performance back on track.</li> </ul>

Recommendation	Ref	Action	Lead	Start Date	Timescale / Progress	BRAG
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Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Establish systems and structures to effectively monitor and evaluate progress.	F1	Refresh the Performance Management Framework.	Strategic Business Manager to the Chief Executive		November 2017	PMF has been refreshed and tested with Jack Straw (Independent Chair of Improvement Board).
	F2	Approve the Performance Management Framework.	Strategic Overview Board		January 2017	Agreed by SOB 23.01.18. PMF and Minutes obtained as evidence.
	F3	Communication message on the importance of the Performance Management Framework.	Senior Manager, Chief Executive and Member Services	December 2017	January 2018	Comms have commenced drafting the message following sign off of document on 23.01.18 at SOB
	F4	Implement Performance Management Framework.	Acting Chief Executive	January 2018	March 2018	Commenced following approval 23.01.18.  To be reviewed at end of 2018/19 financial year Governance set up 2018/19  Reporting Schedule agreed  Performance Management aligned with live dashboards and will move to BAU

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	F5	Performance Management/Constructive Challenge Training; Cabinet, Management Team, Heads of Service, Senior Managers.	Acting Chief Executive	January 2018	March 2018	Workshop session with Ian Botrill planned for Cabinet and MT  HoS and SM to be looked at
Relevant and accurate performance and quality assurance information.	F6	Reporting – A suite of standard, integrated and interactive desktop reports for users across the organisation that provide the knowledge to manage service delivery and the capability to drill through layers of information to identify areas for priority focus. (Key Systems: Finance; Trent; GOS; BI Reporting)	Strategic Programme Manager (BI) / Head of Finance / Head of Workforce / Head of Customer Services	October 2017	Dates vary according to defined requirements	Scheduled requirements meeting with Childrens and Adults. End dates will be confirmed once requirements are known  TOP 5 KPIs for Adults and Children’s Social Services launched at Member development session 29.12.17  Children’s Improvement Board Dashboard built and on track for completion end of Feb  WCCIS: 182 local dashboards created and live (Caroline Pears)

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Long term implementation managed via Effective BI Programme Board
	F7	Business Performance Management – Prioritised, automated reporting of performance management indicators to monitor service delivery.	Strategic Programme Manager (BI)		December 2017	Integrated Management Dashboard presented and is live  Continued development managed via Effective BI Programme Board
	F8	Benchmarking – To build a single repository of cumulative data from multiple sources in order to provide historical insight.	Professional Lead – Corporate Insight		October 2018	
	F9	Improved quality of performance information provided by services and responsible leads ensuring that information is clearly articulated, complete to support effective monitoring and decision making	Strategic Business Manager		TBC	Actions requires some clarification  Working on clarity of workforce data, but dependant on MHR/Corporate insight systems/finance. Arranging meeting early Feb to pull relevant people together to discuss how we can obtain clean and accurate data

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Staff and services meet the standards that have been set for them.	F10	Baseline standards are set.	Head of OD			Refer to C16
	F11	Supervision / Individual Performance Reviews are undertaken monthly / 90 days.	Head of OD			Refer to C16
	F12	Quality assurance – feedback from citizens of Powys	Senior Manager, Chief Executive and Member Services			Clarification required on action and possibly moved to Communication section
Strengthen the oversight of the response to complaints to improve reporting and analysis and ensure there is a mechanism to capture lessons learned.	F13	Complaints process – implement the GOSS content management system to support and facilitate the monitoring of one Corporate Complaints process.	Director of Resources	2017	March 2018 (To be reviewed in accordance with Phase 2)	Training Programme currently being planned Update in staff guidance going to delegated decision Phase 1 will be completed end of Feb Phase 2 and 3 to be implemented
	F14	Complaints lessons learned – programme quarterly updates/shared learning at Management Team/Heads of Service meeting.	Strategic Business Manager to the Chief Executive	2017	February 2018	Complaints process refreshed to commence end of Feb 2018 Dates area: 5.01.18 09.04.18 09.07.18 08.10.18

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Progress update to MT 24.01.18

**Priority Improvement Area G: Communications Strategy**  
**CMT Sponsor: Senior Manager (Chief Executive & Member Services)**

Improvement Area G: Communications Strategy	
<p>We plan to improve our communications and engagement with residents, staff and key stakeholders.</p> <p>Over the next year we hope you will see evidence of better engagement and communication with internal and external stakeholders. We want you to feel that you have had more involvement, where and if you want it, in helping us design our future council and to find solutions to the difficult decisions that we have to make. If you work with us as a partner, we hope that you feel that we are showing signs of behaving as a better partner.</p>	<p>Success Criteria</p> <ul style="list-style-type: none"> <li>• External Communication &amp; Engagement that promotes trust in the Council</li> <li>• Strategic, agile, well-organised, value for money Council communications able to use a variety of media to share information and key messages</li> <li>• Effective internal communications to ensure workforce fully informed about the vision and plans for the Council and recognise and support external communications messages</li> </ul>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
External communication & engagement that promotes trust in the Council.	G1	Review of communications and engagement service to ensure alignment with Vision 2025 and organisational priorities. Develop review brief and appoint review consultant.	Senior Manager- Chief Executive & Member Services	January 2018	Dec 2017- January 2018	A team away day planned for 8.12.2017 to develop specification and potential consultant identified



Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						<p>Delegated decision Paper was approved in December.</p> <p>Consultant commences work in February 2018 .</p> <p>Evidence of consultants brief provided, date for meetings are: 13-15 Feb and 2 &amp; 5 March</p>
	G2	Create overarching Council communications and engagement plan setting out clear objectives and priorities for Communications Team and Services to deliver, following review of service.	Senior Manager- Chief Executive & Member Services	January 2018	March 2018 (dependent on completion of initial review).	<p>To follow on from review above</p> <p>First draft following the away day which will now follow a process of quality assurance.</p>
	G3	<p>Following review agree suite of top level communications and engagement plans to form the priorities for the Communications Team, including the following campaigns:</p> <ul style="list-style-type: none"> <li>• Vision 2025</li> <li>• Values</li> <li>• Children’s Services Improvement</li> <li>• Adult Services Improvement</li> </ul>	Senior Manager Chief Executive and Member Services	January 2018	June 2018	

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		<ul style="list-style-type: none"> <li>• Schools Service Post Inspection Action Plan</li> <li>• Corporate Leadership and Governance Improvement</li> <li>• Performance Management Framework</li> <li>• The programmes               <ul style="list-style-type: none"> <li>○ Economy</li> <li>○ Education</li> <li>○ Health and Care</li> <li>○ Engaging Communities</li> </ul> </li> <li>• Corporate Employee Engagement</li> <li>• Budget</li> <li>• Agile – changing how we work</li> <li>• Transformation – changing how we deliver services</li> </ul> <p>Top level plans to be actively owned by respective programme boards and reviewed annually.</p>				
	G4	<p>Creation of programme of citizen engagement as part of Communications Plan. Develop a different way of engaging with people around the difficult challenges we are facing, e.g. Annual Resident Satisfaction Survey, ‘Taking the Council to the People’ roadshows and digital approaches including Delib Dialogue tool. This new approach will form the basis of an ongoing programme which we will continue to develop and implement across the whole organisation</p>	Senior Manager- Chief Executive & Member Services	January 2018	January to June 2018 (dependent on completion of initial review)	<p>Map with Residents and Communities Programme</p> <p>Communications and engagement plan and strategy will inform the work to be undertaken by the comms team.</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
		with clear priorities for the Communications Team and those delivered at Service level. Scope to be informed by Communications and Engagement Review. Include review of current resources to support Corporate Engagement.				Delib dialogue tool dependant on the timing of the budget.
	G5	Develop monthly brief for Members to present at Town and Community Council meetings to include a synopsis of major news over the previous month as well as round-up of council decisions.	Communication s Manager	December 2017	January 2018	Issued to Portfolio Holder for Approval in January and will be publicised on a monthly basis
Strategic, well-organised, value for money Council communications.	G6	Review internal and external communications best practice as part of the communications and engagement review and test whether a strategic partnership with another organisation will assist development and improvement.	Senior Manager – Chief Executive and Member Services	December 2017	March 2018 (dependent on appointment of review consultant)	Will follow on from review of Communications and Engagement above  AR to look to create a date with the lead Paul Mathews in Monmouthshire
	G7	Make best use of the existing resources within the organisation to deliver communications in a more co-ordinated and effective way to include a review of service based communications, marketing and engagement staff incl. social care, housing etc.	Senior Manager- Chief Executive & Member Services	January 2018	March 2018 (dependent on appointment of review consultant)	Work to start in January 2018  Looking to create a proposed model and strategy for the comms team.

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	G8	Explore options to commercialise the communications/engagement and Welsh Language services. Develop a service offer and promote through publicity materials and website. Test market demand for services.	Senior Manager Chief Executive and Member Services	January 2018	January – December 2018	Initial discussions have commenced  Included in HWBS brochure
	G9	Develop a strategic approach to events management across the council to include an events strategy, review of resources, agreed programme of events supported by the council and event organisers designated.	Senior Manager Chief Executive and Member Services	December 2017	December 2018	Meeting commenced regarding Virtual Events group.  Follow up meeting TBA  Events paper has been to MT on 22.01.18
Effective internal communications to ensure workforce fully informed about the vision and plans for the Council and recognise and support external communications messages.	G10	Launch new bilingual intranet.	Senior Manager- Chief Executive & Member Services	Oct 2017	September 2018	Initial awareness raising and requirements of new intranet conveyed to services in series of workshops and 1-1s with services. Have been held  Next Phase to commence early 2018

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Intranet design meeting set for 2018  Sian Baird Murray to hold further workshops alongside roll-out
	G11	Programme of Council Management Team and Cabinet visits to operational teams to "listen and respond".	Council Management Team	December 2017	December 2017-December 2018	Programme has started and dates are in the diary for December 2017

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## Priority Improvement Area H: Partnerships

CMT Sponsors: Strategic Director – Place; Director of Education; Director of Social Services

### Improvement Area H: Partnerships

We are developing our approach to reviewing the Council’s investment in partnerships. This will focus on the outcomes we are trying to achieve from individual partnerships, how we contribute to enable their success and what impact they are having. Once we have completed this work and understand whether we need to change our role, withdraw or make a better contribution, we are intending to involve our partners more in our future plans. We will involve our partners in how we develop and implement the recommendations in this plan.

#### Success Criteria

- Ensuring the consolidation of partnership relationships
- Enhanced partnership arrangements with the third sector
- Achievement of an increasingly strategic approach to commissioning services

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Ensuring the consolidation of Partnership Relationships.	H1	Development & implementation of new partnership arrangements under the Public Service Board and Regional Partnership Board.	Director of Education/ Director of Social Services / Strategic Director - Place		November 2017	New partnership arrangements under Vision 2025 with clear terms of reference have been launched, including CYPP
	H2	Production of clear terms of reference including partnership values such as openness, transparency, learning, collaboration, safe and constructive challenge. These should be communicated and applied across the organisation and externally.	Director of Education/ Director of Social Services / Strategic Director – Place		December 2017	Terms of reference agreed for RPB and CYPP. Further work is being undertaken to align the RPB with the recently established partnership board for Children’s Social Care Improvement

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
	H3	Partnership workshops on shared mission, objectives and purpose of individual partnerships and how performance will be judged.	RPB and PSB Partnership Coordinators		January 2018	Workshops held Governance for RPB has been agreed (See AIP for evidence) and signed off
	H4	Develop self-evaluation process for partnerships, monitoring, measuring and learning by seeking and acting on feedback on performance from partners and being transparent about the results and outcomes.	RPB and PSB Partnership Coordinators		February 2018	Terms of Reference drafted Some partnerships have met, more due to take place
	H5	Review of commissioning state of play.	Director of Education/ Director of Social Services	December 2017	February 2018	Draft document been produced by PE and IB
	H6	CYPP to agree an Early Help Strategy and the shape of multiagency working to meet the needs of children and their families from universal to specialist services. Preventing family breakdown and building resilience are key themes for this work. The partnership is co-chaired by the Council and Health. The co-chairs are visible champions of a "whole system" approach.	Director of Education/ Director of Nursing	January 2017	April 2018	A workshop is planned for the end of January with Board on the Early Help Strategy
	H7	Establish effective joint scrutiny arrangements for Public Service Board, Regional Partnership Board and Joint Partnership Board	Scrutiny Manager	Not Started	February 2018	Awaiting decision on budget for extra resources

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
Enhanced partnership with the third sector.	H8	Review current public sector/third sector/partnership agreements and protocols.	Director of Education/ Director of Social Services/Strategic Director – Place	2017	April 2018	The agreements were reviewed as part of a detailed review in 2016/17. A further review against Wales Audit Office guidelines is currently being considered by Management Team with a report due at on 24 <sup>TH</sup> January 2018 when further direction will be agreed
There is a need for clear strategic direction supported by operational protocols to enable partners to have a clear understanding of the purpose, structure and decision making in Children's Services.	H9	Develop a guide for partners around Children's Services to include threshold document, governance structures and personnel, key contacts and decision processes to be supported via Child Protection Fora.	Senior Manager - Child Care South & CWD / Senior Manager - Child Care North & PPD		December 2017	There is better understanding across partners about the strategic direction and operational protocols for Children's Services but this needs to be consolidated  Timescale to be revised with a view to setting up Leadership & Governance working Group within Childrens Services from 16 <sup>th</sup> January 2018

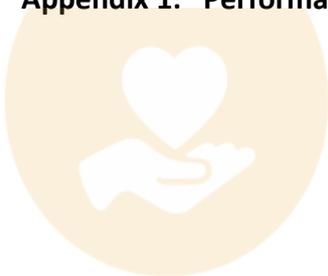


Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
A multi-agency child protection protocol should be established to support decision making on the need for assessments in statutory children's services. This needs to be understood by staff and partners and consistently applied. Multi-agency quality assurance systems and training arrangements are required to support this.	H10	Implement and fully embed the Regional Threshold Document across Children's Services and Partner Agencies.	Head of Children's Services		October 2017	Launched 2 <sup>nd</sup> October 2017 Threshold document published, process of rollout across stakeholders is underway Further training will be held with Childrens Services staff around the Threshold Document
	H11	Work with Partners to review and strengthen multi-agency child protection protocol and practice.	Interim Safeguarding Children's Lead		March 2018	
	H12	Undertake Regular Themed Audits to ensure that Thresholds are being consistently applied.	Interim Safeguarding Children's Lead		December 2017	Ongoing work
	H13	Undertake feedback events (on-line) to ensure that staff and partners understand and consistently apply thresholds.	Interim Safeguarding Children's Lead		February 2018	
	H14	Threshold Document to be included in all staff induction.	Professional Lead - Business Support Resources		November 2017	Induction Programme was implemented from November, 2017. Both documents are included on Children's Services Wiki
	H15	Promote the importance of the threshold document is included in partners agencies induction programme.	Interim Safeguarding Children's Lead		December 2017	Launched at CP Fora November 2017 and was well attended

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
<p>The Local authority and partners must work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, which includes the views of children and families. This should be used to inform the shaping of strategic plans to achieve effective alignment of service delivery between information, advice and assistance services, the preventative sector and statutory services.</p>	H16	Ensure annual updates of the population and wellbeing assessment.	Strategic Programme Manager (BI)		March 2018	<p>The Population Assessment was published in March 2017</p> <p>The Wellbeing Assessment was published in May 2017</p> <p>On track to provide update March 2018</p>
	H17	Develop and implement the well-being and area plans ensuring robust reporting and monitoring through clear governance arrangements (RPB and PSB).	RPB and PSB Partnership Coordinators		June 2018	<p>PSB's Draft Well-being Plan out for formal consultation – ends 11/02/2018. On Track</p> <p>Some further discussion on development of RPB's Area Plan</p> <p>The Health and Care strategy (including Area Plan) has moved into phase 2, the programme mandate signed off by the Health and Care Strategy Board.</p> <p>Documents will be going through the relevant governance arrangements including scrutiny.</p>

Recommendation	Ref	Action	Lead	Start Date	Timescale / BRAG	Progress
						Have your Say Day took place 20 <sup>th</sup> Nov and Carers matters day on 24 <sup>th</sup> Nov to consult on aspects of the Health and Care strategy including prevention and early help. Broad stakeholder consultation event held on 1 <sup>st</sup> Dec for phase 2 Health and Care strategy and the model of care
	H18	Undertake thematic reports in relation to IAA and early intervention and prevention across the RPB partnership arrangements.	RPB Coordinator		January 2018	Revisit date and revise action
	H19	Develop management information data that is robust, reliable, and accessible and provides insight to develop patterns.	Strategic Programme Manager (BI)		April 2018	See Children Improvement Plan Tracker Children's Improvement Board Dashboard built and on track for completion 20.12.17  TOP 5 KPI's for Children's launched at Member development session 29.12.17

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# Powys County Council

## Performance Management Framework

**V13: January 2018**



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## What is Performance Management and why it matters?

It enables us to understand the needs of our communities and evaluate our organisation. We can then plan strategically to meet those needs, setting clear improvement objectives and commissioning services to deliver those plans. Producing appropriate performance information allows us to assess progress and evaluate whether our actions have had the intended impact and achieved the desired outcomes.

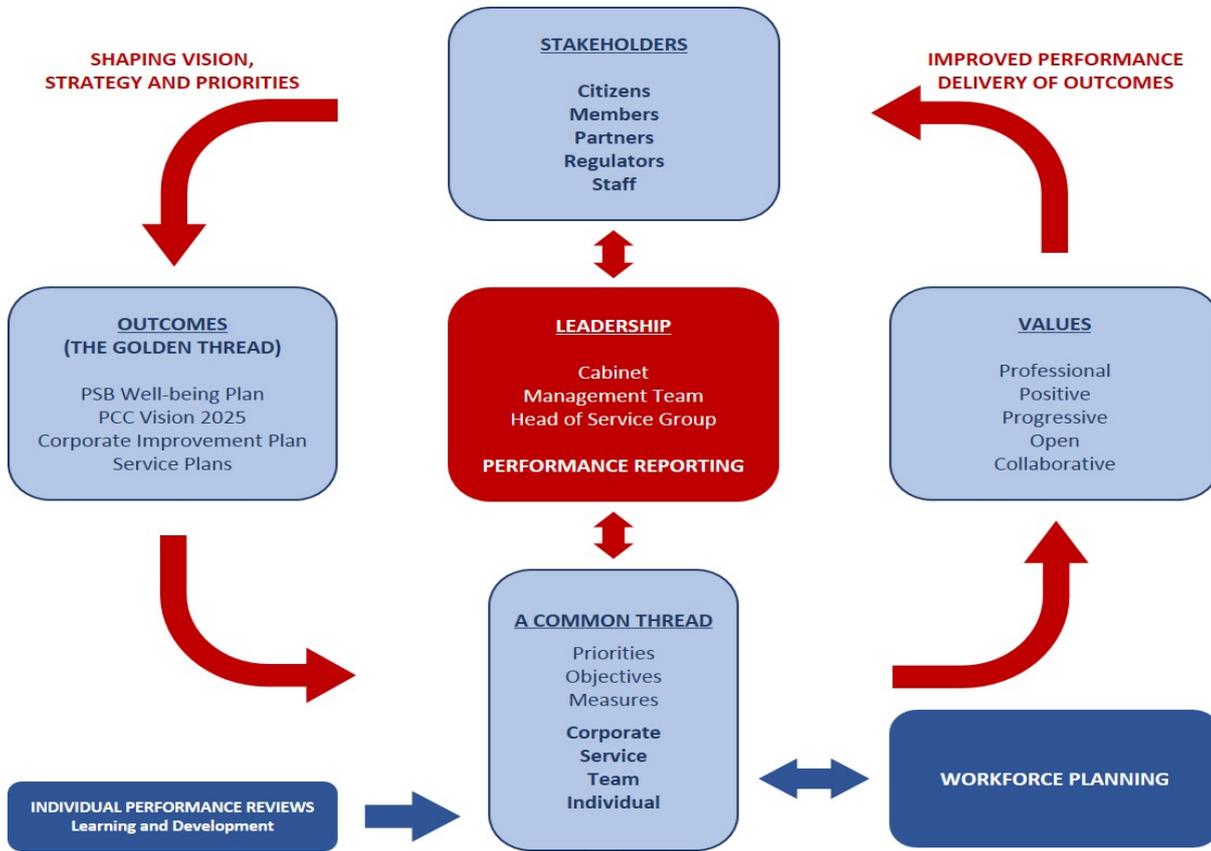
Strategic planning and performance management involves a simple principle, Analyse; Plan; Do; Review:

- **Analyse** the needs of residents and communities as well as the needs of the council, using robust, challenging and balanced evidence
- **Plan** what needs to be done to achieve desired outcomes
- **Do** it.
- **Review** progress regularly and evaluate the effectiveness of our actions against intended outcomes, adjusting plans where necessary

## Why have a Performance Management Framework?

Our organisation is large, complex and needs to work with multiple external partners to deliver overall results for our residents. A performance management framework is therefore essential as it lays out the common system and methods needed to perform and improve, helping us to work as one 'joined up' community rather than separate services.

The framework ensures that staff can clearly understand their responsibilities regarding performance management on which the Councils governance arrangements will hold them to account.

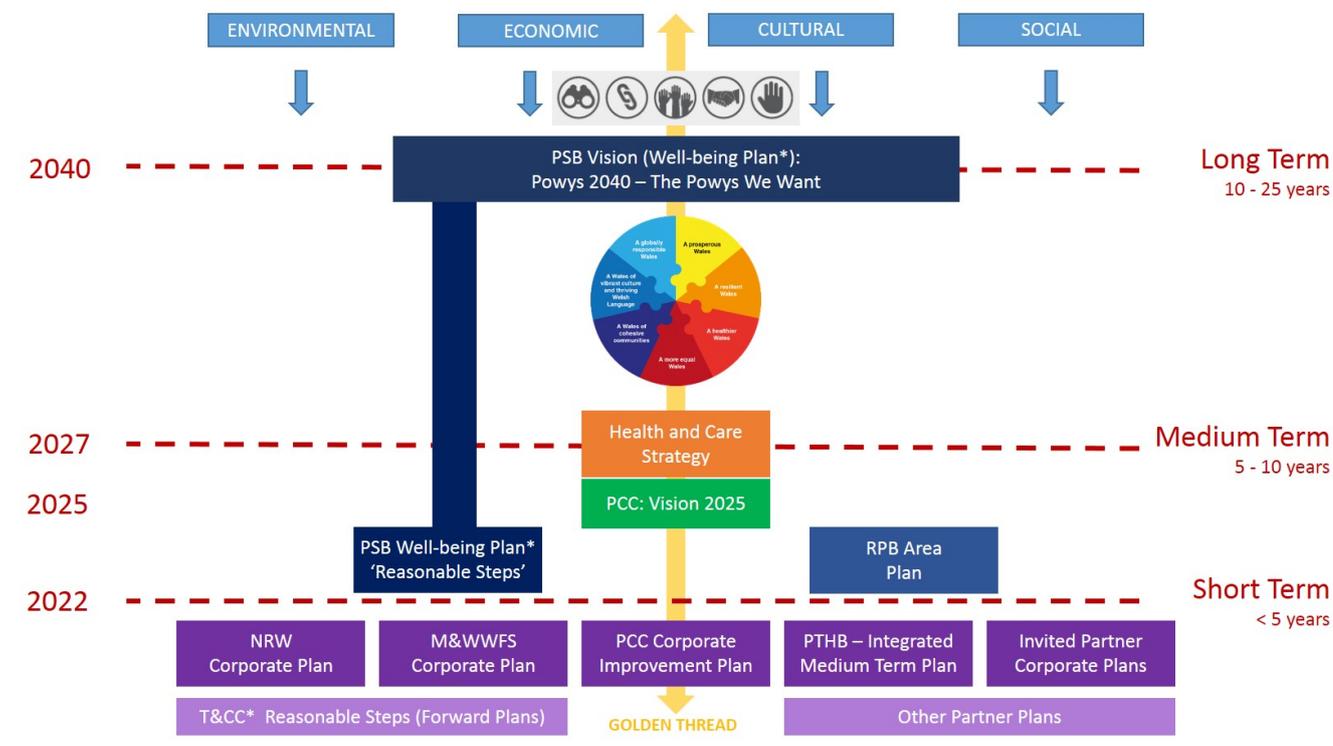


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## The Golden Thread

The Well-being of Future generations (Wales) Act 2015 requires the Powys Public Services Board (Powys PSB) to identify well-being objectives for improving the social, economic, environmental and cultural well-being of Powys. The Powys PSB’s objectives are set out in its vision for well-being in Powys by 2040 (the Well-being Plan). We have ensured that our priorities are aligned to achieving this shared vision.



For the council this means:

- A shared understanding and shared ‘buy-in’ to the vision, well-being objectives and values and embedding them in our strategies, policies and plans for delivery
- What we **think** and what we **say** and what we **do** all line up.

### Hierarchy of Plans

Plan	Accountable	Reported To
Well-being Plan	Powys PSB	Agency Governance
Area Plan	Powys RPB	Joint Partnership Board
Corporate Plan	Management Team	Strategic Overview Board
Programme Briefs	Programme Sponsors	Management Team
Service Plans	Heads of Service	Strategic Directors
Team Plans	Senior Managers	Heads of Service

	Team Leads	Senior Managers
Individual Plans	Individual Staff	Line Managers

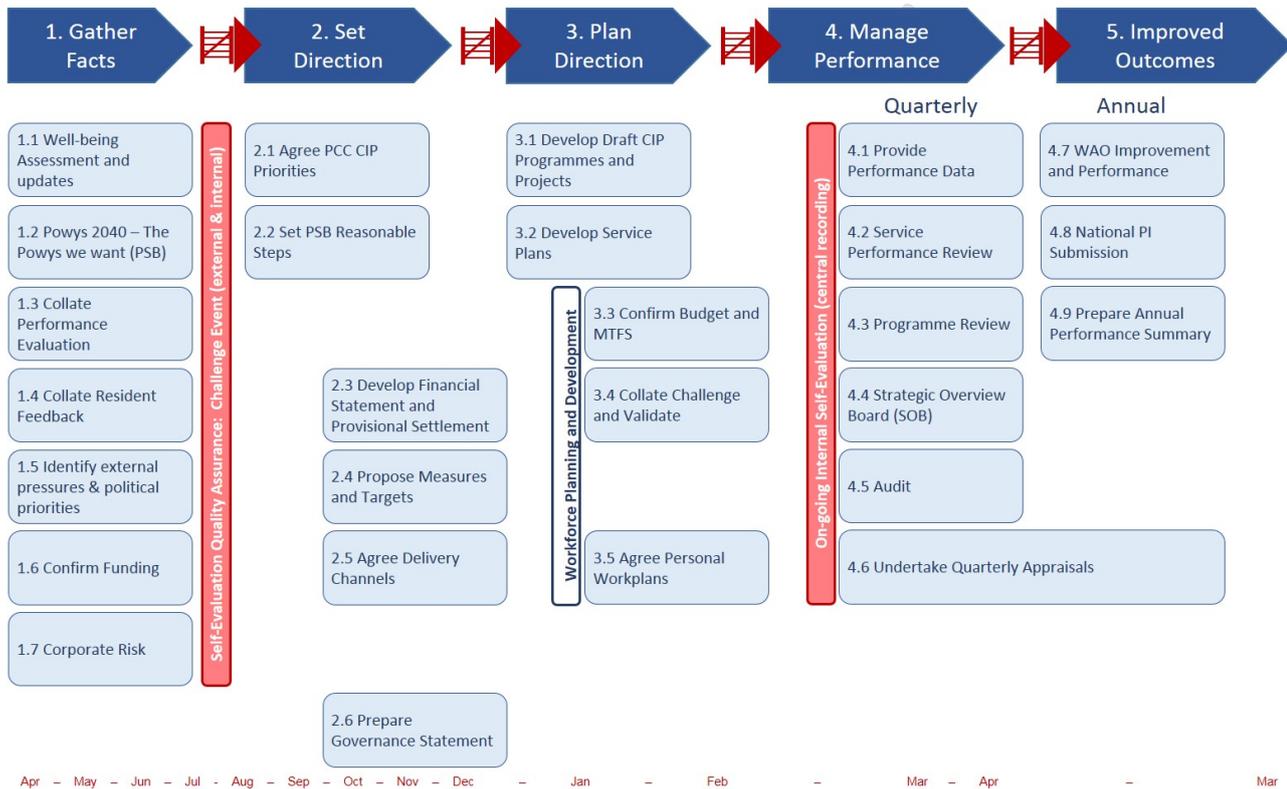
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# Corporate Planning

Put simply:

Where are we now? - Where do we want to get to? - How do we get there? - What will success look like?

Our corporate planning arrangements align to the Commissioning Cycle: Analyse - Plan - Do - Review



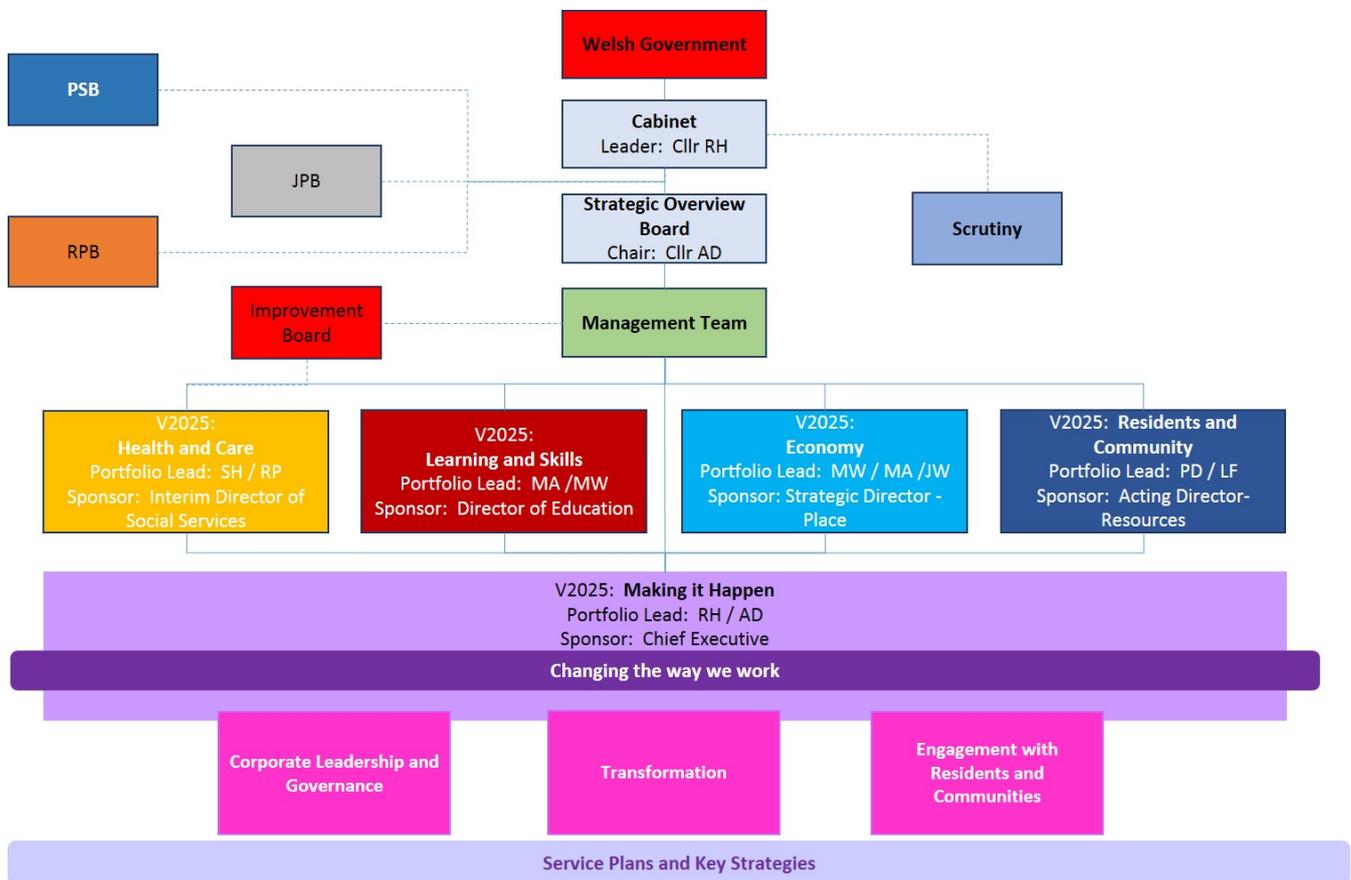
Stage	What	Who	When
<b>Stage 1:</b> <b>Gather Facts</b>	<ul style="list-style-type: none"> <li>Well-being and Population Assessment                             <ul style="list-style-type: none"> <li>New – response analysis</li> <li>New – predictive analysis (future trends)</li> </ul> </li> </ul>	Business Intelligence	Continuous
	<ul style="list-style-type: none"> <li>Programme and Service AIAs and Self-evaluations</li> </ul>	Sponsors, Programme Office and Heads Of Service	Continuous
	<ul style="list-style-type: none"> <li>'Listening to the regulator' feedback</li> </ul>	Corporate Insight	Annual AIR and Periodic Thematic Reports

	<ul style="list-style-type: none"> <li>• 'Listening to you' feedback</li> </ul>	Communications and Engagement	Continuous - Feed into planning cycle Sep
	<ul style="list-style-type: none"> <li>• New legislation</li> </ul>	All Services	Continuous - Feed into planning cycle Sep
	<ul style="list-style-type: none"> <li>• Financial settlement</li> </ul>	Finance	Annually – circa Oct
	<ul style="list-style-type: none"> <li>• Corporate Risk</li> </ul>	Risk Manager	Continuous
<b>Stage 2: Set Direction</b>	<ul style="list-style-type: none"> <li>• Vision 2025 – Open and Enterprising</li> </ul>	Cabinet	Review completed annually by Mar
	<ul style="list-style-type: none"> <li>• PSB Vision – Powys by 2040</li> </ul>	Powys PSB	Review completed annually by Mar
	<ul style="list-style-type: none"> <li>• Health and Care Strategy 2027</li> </ul>	PCC / PTHB	Review completed annually by Mar
<b>Stage 3: Plan Direction</b>	<ul style="list-style-type: none"> <li>• Well-being Plan and Area Plan by 2018</li> </ul>	Powys PSB	Review completed annually by Mar
	<ul style="list-style-type: none"> <li>• Corporate Improvement Plan <ul style="list-style-type: none"> <li>○ Key Enabling Strategies</li> </ul> </li> </ul>	Cabinet and Management Team	Review completed annually by Mar
	<ul style="list-style-type: none"> <li>• Budget, MTFS and Capital</li> </ul>	Cabinet and Management Team	Review completed annually by Feb
	<ul style="list-style-type: none"> <li>• Service Plans <ul style="list-style-type: none"> <li>○ What's the issue? / What's the benefit?</li> <li>○ Team / Individual Plans</li> </ul> </li> </ul>	Heads of Service	Reviewed and finalised annually by Apr
	<ul style="list-style-type: none"> <li>• Impact Assessments</li> </ul>	Heads of Service / Strategic Directors and Portfolio Holders	As and when new policies / objectives are developed
<b>Stage 4: Manage Performance</b>	<ul style="list-style-type: none"> <li>• Strategic Overview Board <ul style="list-style-type: none"> <li>○ CIP Programme Highlight Reports</li> <li>○ Well-being and Area Plan Progress Reports</li> <li>○ SIP Achievements, Issues &amp; Actions (AIA)</li> <li>○ Quarterly Performance Reviews</li> </ul> </li> </ul>	Cabinet  Chairs of Scrutiny <ul style="list-style-type: none"> <li>○ Programme Managers</li> <li>○ Programme Managers</li> <li>○ Heads of Service</li> <li>○ Heads of Service; Strategic Directors; Portfolio Holders</li> </ul>	Quarterly reporting

	<ul style="list-style-type: none"> <li>• Powys PSB and Powys RPB</li> </ul>	Programme Managers and Programme Office	Quarterly reporting
	<ul style="list-style-type: none"> <li>• Audit Committee</li> </ul>	Corporate Insight	Quarterly reporting
<b>Stage 5:</b> <b>Improved Outcomes</b>	<ul style="list-style-type: none"> <li>• Annual Evaluations and Summaries <ul style="list-style-type: none"> <li>○ Corporate Improvement Plan Annual Report.</li> <li>○ Annual Governance Statement</li> <li>○ Service Self-Evaluation</li> <li>○ Residents Surveys / Client Surveys / Impact Surveys</li> </ul> </li> </ul>	Signed off by Cabinet	
		Corporate Insight	Annually by Oct
		Finance; Scrutiny; Corporate Insight	Annually by May
		Heads of Service	Annually pre SIP
		Communications and Engagement*	As and when directed by MT and Cabinet
	<ul style="list-style-type: none"> <li>• Close loop back into well-being and population assessments</li> </ul>	Corporate Insight / Business Intelligence	Continuous

## Programme and Project Management

Programme and project management methods will be used to deliver the council's vision. The following governance structure will be established to manage delivery of the portfolio of programmes that will ensure the outcomes developed in the vision are realised:



### Programme Sponsor responsibilities:

- Creating and owning the vision for the programme, providing clear leadership and direction through its life
- Securing the investment required to set up and run the programme
- Providing overall direction and leadership for the delivery and implementation of the programme
- Being accountable for the programme's governance arrangements by ensuring the programme, including its investment, is established and managed according to appropriate requirements and quality
- Being responsible for key programme information, including the Programme Brief and Business Case
- Chairing the Programme Board
- Managing the interface with key senior stakeholders and ensuring that interfaces and communications are effective
- Monitoring the key strategic risks facing the programme
- Maintain the alignment of the programme to the Corporate Improvement Plan. Evolving business needs and emerging issues that impact the programme will undoubtedly arise.
- Ensuring that the organisation and its staff are managed
- Commissioning assurance and reviews both during the programme and following programme closure that formally assess the programme
- Continued alignment of the programme with strategic priorities
- Managing and supporting the Programme Manager

### **Programme Manager responsibilities:**

- Day-to-day management of the programme
- Plan and design the Programme and underlying projects and proactively monitor its overall progress, resolving issues and initiating corrective action
- Define the Programme's governance framework in conjunction with the Programme Sponsor
- Ensure the integrity of the Programme (inwards and outwards)
- Manage the Programme's budget on behalf of the Programme Sponsor
- Facilitate the appointment of individuals to the project delivery teams
- Facilitate the development of the Blueprint and ensuring projects remain aligned
- Ensure that delivery of outputs from the projects meet the requirements in accordance with the Programme plan and governance arrangements
- Manage third party contributions to the programme
- Manage communications with stakeholders
- Manage dependencies and interfaces between the projects
- Manage and escalate risk
- Identify extra activities and other management interventions wherever gaps in the programme are identified
- Report progress of the Programme to the Programme Sponsor at regular intervals
- Share success stories from the programme's

### **Project Sponsor responsibilities:**

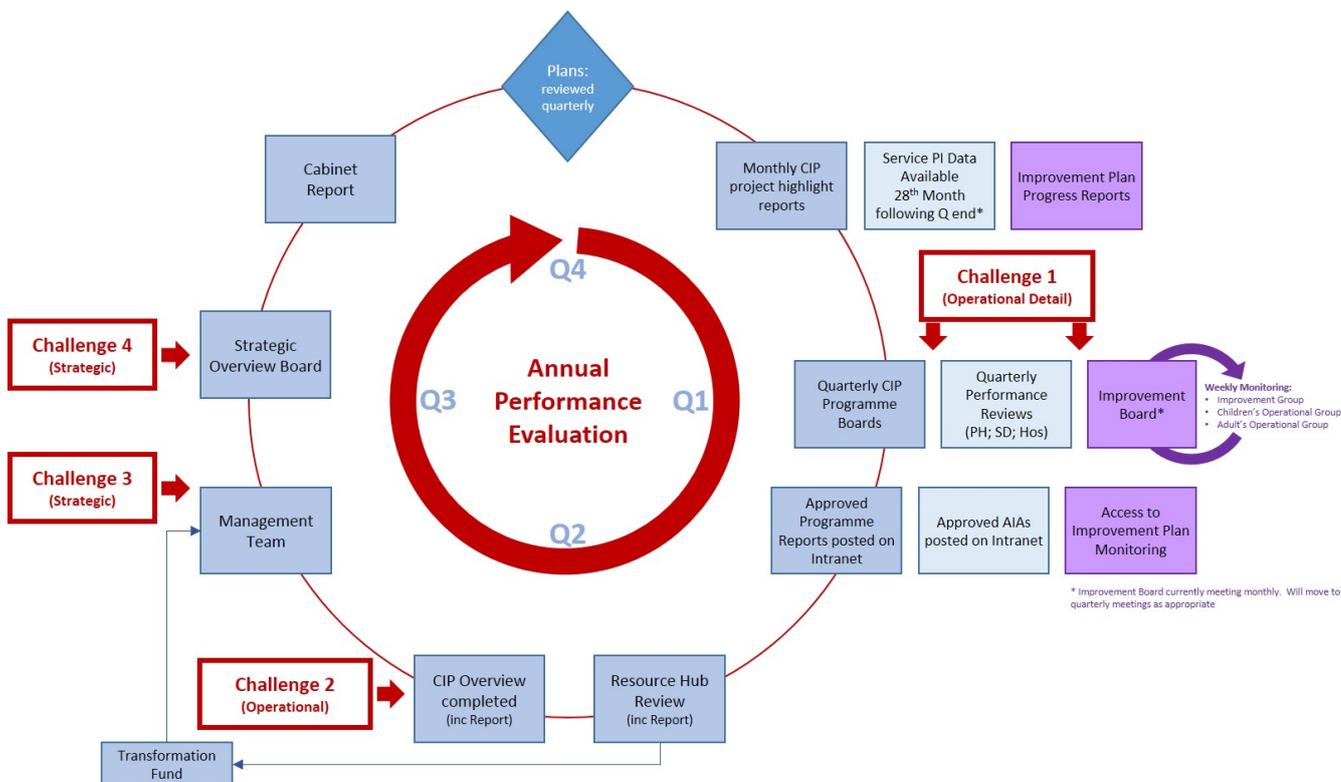
- Provide the resources
- Make stop/go decisions
- Secure the funding
- Ownership of the Business Case
- Decide on risks and issues escalated by the Project Manager
- Ensure the project is aligned to the Programme
- Organise and chair the Project Board meetings
- Liaise with Corporate / Programme Management
- Ensure assurance is conducted on the project's activities
- Authorise the Project Initiation Document
- Authorise each new stage
- Authorise closure

### **Project Manager responsibilities:**

- Prepare the project documentation
- Implement the project's plans
- Manage and maintain logs/registers
- Manage risks and issues
- Prepare reports
- Facilitate meetings and workshops
- Authorise work to team(s)
- Manage the production of the deliverables
- Control progress
- Communicate with stakeholders
- Work with the Programme Office to provide information and evidence, as necessary
- Deliver to the project's objectives
- Provide the project sponsor with accurate and timely information

## The Performance Monitoring Cycle

The Performance monitoring cycle allows the Plan Direction (stage 3 in corporate planning) for the council to be monitored and challenged ensuring performance is managed effectively (stage 4).



- Challenge 1 – Quarterly CIP Programme Boards:**  
 Evaluate and challenge delivery of objectives and key milestones as agreed in programme plans.
- Challenge 1 – Quarterly Performance Reviews:**  
 Evaluate and challenge Strategic Directors and Heads of Service on performance against agreed priorities and objectives.
- Challenge 1 – Improvement Board:**  
 Evaluate and challenge agreed owners on performance against activities in key improvement plans eg. Children’s Improvement Plan.
- Challenge 2 – Resource Hub (review resource allocation) & CIP Overview Report**  
 Provide assurance to Management Team and Strategic Overview Board
- Challenge 3 – Management Team:**  
 Evaluate and challenge effectiveness of arrangements to deliver strategic outcomes as directed by Cabinet. On Exceptions, prepare remedial actions for Strategic Overview Board approval



- **Challenge 4 – Strategic Overview Board:**

To provide challenge and seek assurance that strategic outcomes are being met. Through exception reporting, be assured:

- Issues leading to consistent poor performance are understood
- Impact on strategic outcomes including savings is understood
- Remedial actions are put in place to bring performance back on track

To enable effective monitoring of objectives and measures in Programmes, Projects and Service Plans throughout the monitoring cycle the following BRAG status definitions are used;

Delivery against plan		Performance of measures	
BRAG Status	Description	RAG Status	Description
	Action is complete		Performance meeting target
	Action is on track		Performance off target but within variance of 10%
	Action mainly on track with some minor issues  <i>Mitigating activities should be identified</i>		Performance not meeting target
	Action not on track with major issues  <i>Mitigating activities should be identified</i>		No data supplied
	Action not started		Measure not due
		<b>Trend</b>	

	RAG Status	Description
	↑	Performance improvement from previous period
	→	No change in performance from previous period
	↓	Performance decline from previous period

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## Organisational Effectiveness – Corporate Scorecard (BAU)

Whilst the council continues to pursue performance improvement, it is important that the council's business as usual does not fall under the radar of the corporate leadership. Early visibility of key performance indicators can alert Cabinet and Management Team of areas of concern through visualising trends and identifying areas where performance is in need of improvement against previously agreed standards.

A balanced approach is important and the suite of indicators that can be seen in appendix A is categorised as follows:

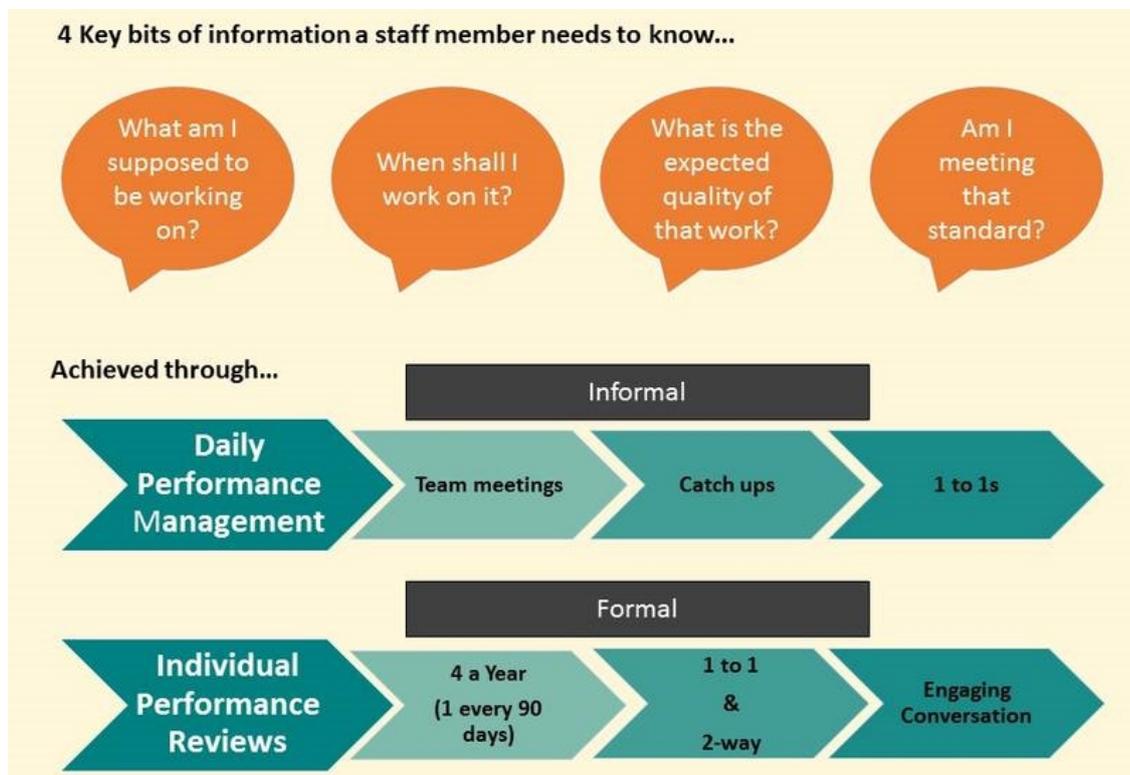
- **Customer**  
Indicators that provide a view of the customers experience and impact from council services
- **Finance**  
Indicators that monitor the financial health of the organisation
- **Workforce**  
Indicators that monitor the efficiency and effectiveness of the council's workforce
- **Process**  
**Indicators that provide visibility with regards the efficacy of key council processes**

The corporate scorecard is consistently monitored by Management Team and Cabinet on at least a quarterly basis, highlighting areas of good practice as well as areas of concern.

Work will be undertaken to automate consistent and regular reporting of these indicators direct to the computer desktop of Management Team ensuring Management Team have consistent access to up-to-date key information as to the corporate and service health of the organisation in terms of service provision.

## Individual Performance Management

The relationship between line manager and staff member is key to having engaged, motivated staff, who are enabled in their work and can utilise their ideas to improve services.



### Key Principles

- Managing performance is fundamental to improve the quality of life for local residents
- It is about providing feedback, planning development, recognising performance and improving performance
- Performance management is an ongoing process, not an annual 'tick-box' exercise
- A staff member's work is clearly linked to the priorities of the Council set out in the Corporate Improvement Plan
- As much emphasis needs to be placed on how the work is done as on the task itself
- Individuals need to be able to measure how well they are doing in their role
- It is a manager's role to ensure performance is being managed and any under performance is being dealt with

- Failure to manage poor performance can have a negative impact upon the morale of the rest of the team
- It is about getting the most out of your employees

All staff need clarity about the council's strategic priorities and future direction (our vision) and how their role and what they are doing helps deliver those priorities. High quality individual performance management is vital to this way of working.

The formal Individual Performance Review process has at least four formal meetings a year, one every 90 days. For tiers 1-4 the first of these will be in April/May to compliment the business planning cycle. For staff who are at tier 5 or below, the timings are less important as long as there are still 4 a year being undertaken on a 90-day cycle.

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## **External Regulators**

### **Wales Audit Office (WAO)**

WAO is the public sector watchdog for Wales. Their aim is to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes. Each year, Wales Audit Office reviews the position of local authorities in Wales in accordance with their statutory responsibilities.

### **Estyn**

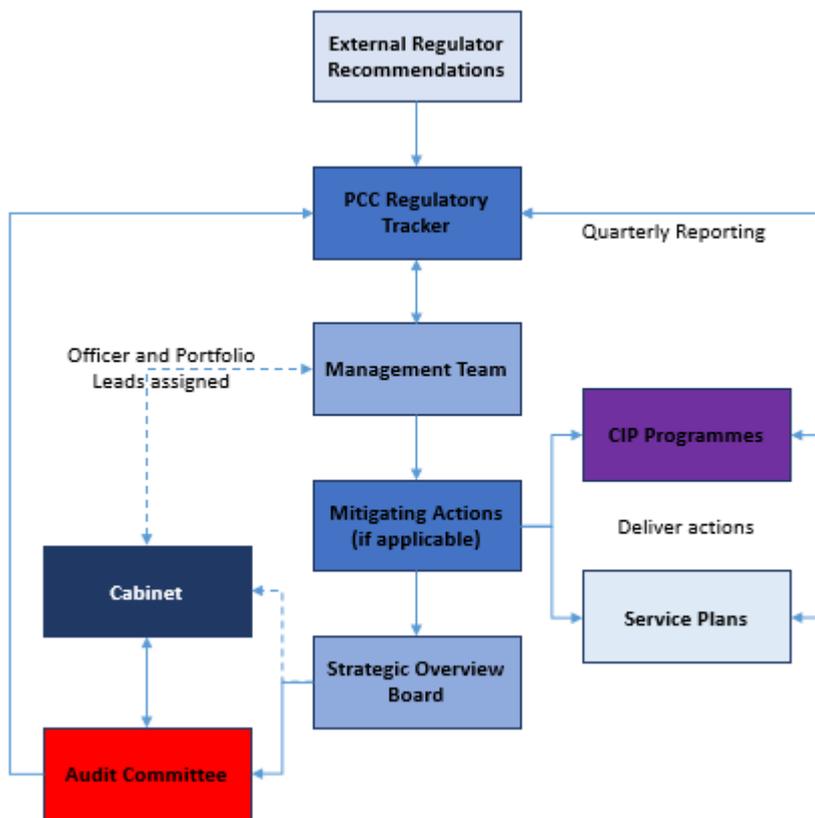
Estyn is the Office of Her Majesty's Chief Inspector of Education and Training in Wales. Their mission is to achieve excellence for all learners in Wales through raising the standards and quality in education and training. Estyn has a wide range of statutory inspection and reporting responsibilities which include inspection of all publicly funded education and training across Wales.

### **Care and Social Services Inspectorate Wales (CSSIW)**

CSSIW encourages the improvement of social care, early years and social services by regulating, inspecting, reviewing and providing professional advice to ministers and policy makers. It provides the council with their views on the councils' annual review and evaluation of performance.

In undertaking their roles, these regulators may provide statutory recommendations which the council is required to respond to within statutory timescales. The WAO may also make informal proposals for improvement which again the council must respond to, but there are no statutory requirements attached to these.

### **PCC Regulator Recommendation Tracking Process**



This is another area of work that is discussed at the Challenge 1 phase of the performance monitoring cycle and also reported through to Management Team and Strategic Overview Board.

A tracker is maintained that summarises progress with regards to recommendations received from the Council’s regulators, predominantly WAO, Estyn and Care and CSSIW.

This ensures that appropriate action is being taken in response to recommendations received and that actions are completed and desired outcomes achieved or embedded as required.

**Regulatory judgements / Statutory recommendations**

The council can sometimes be subject to formal recommendations from its regulators. These may require more prescriptive responses that demonstrate that the council has fully understood the recommendations made and that regulators are assured that the proposed responsive action will have the intended impact on the council’s business. In such circumstances it is necessary to establish an independent improvement board (as indicated in the governance structure on page 7) to monitor and challenge the council’s response to these formal recommendations.

## Scrutiny

The Council is required by Law to discharge certain overview and scrutiny functions. These functions are an essential component of local democracy. The Scrutiny Committees should be powerful committees that can contribute to the development of Council policies and also hold the Cabinet to account for its decisions. Another key part of the overview and scrutiny role is to review existing policies, consider proposals for new policies and suggest new policies.

Overview and scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants. Scrutiny Committees should not shy away from the need to challenge and question decisions and make constructive criticism.

In order to achieve this, the Council have appointed three Scrutiny Committees:

- Audit Committee
- Scrutiny A
- Scrutiny B

Between them they will:

- Review or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions whether by the Cabinet or another part of the Council
- Make reports or recommendations to the Cabinet or the Council in connection with the discharge of any functions
- Consider any matter which affects the Council's area or its inhabitants
- Exercise the right to call in for reconsideration decisions made, but not yet implemented, by the Cabinet and Officers

## Internal Audit

Internal audit is provided by South West Audit Partnership (SWAP) which is a not for profit organisation that was originally set up in 2003 and the arrangement means Powys County Council is a partner in the company that provides audit services to various public sector bodies.

Internal Audit will carry out reviews to ensure the Council has effective internal controls in place.

Each review will give an audit opinion and will have a list of agreed actions

Internal Audit will follow-up on those highest priority actions to make sure they are being implemented.



Internal Audit is subject to the requirements and principles of:

- Public Sector Internal Audit Standards in the UK - 2013
- CIPFA Local Government Application Note – 2013

An Internal Audit Charter was agreed by the Audit Committee in 2016/17. This defines the purpose, authority and responsibility in terms which are consistent with the professional standards.

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## Performance Management Responsibilities

Defining and assigning clear performance management responsibilities are essential to ensure that objectives and intended outcomes are achieved.

### **Chief Executive**

- Lead Management Team on strategic or operational matters of significance
- Agree a programme to meet the outcomes and set expectations for delivery
- Own the vision, providing clear leadership and direction throughout its life
- Secure the investment required to deliver Vision 2025 so that the agreed outcomes are achieved
- Hold Strategic Directors to account

### **Cabinet / Strategic Overview Board**

- Ensure effective governance arrangements to support performance management are in place, robust and effective
- Evaluate and challenge Cabinet Portfolio Holders and Senior Officers on performance against agreed priorities and objectives
- On exceptions, be satisfied that remedial actions will effectively improve performance in line with outcomes set out in Vision 2025

### **Management Team**

- Leading and overseeing the delivery of the Council's performance against the Council's CIP, (Public Service Board's) Well-being Plan, and the (Regional Partnership Board's) Area Plan.
- Evaluate and challenge effectiveness of arrangements to deliver strategic outcomes as directed by Cabinet.
- On Exceptions, prepare remedial actions for Strategic Overview Board approval

### **Heads of Service**

- Support Management Team and ensure effective delivery of the Council's performance against the Corporate Improvement Plan, Well-being Plan and Area Plan
- Undertake quarterly reviews, challenging the effectiveness of arrangements to deliver strategic outcomes and ensure matters of significance are escalated promptly to the Director and/or Portfolio Holder
- On exceptions, suggest remedial actions for Management Team consideration

### **All Staff**

- Ensure individual clarity is obtained on the Council's vision and well-being objectives
- Understand how individual's work will contribute to the Council's vision and well-being objectives
- Be responsible for own individual performance management, continually seeking to improve and taking positive personal action

**Appendix A**

**Corporate Scorecard (BAU)**

To be added when finalised

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