

RECOMMENDATIONS

Recommendation	Accepted, Partially Accepted or Not Accepted	Cabinet Response	Responsible Officer	Implementation Date
<p>1. That you support a culture of management by results by aligning all performance data available in the organisation. This would include the further alignment of performance and financial information, including individual financial target setting within the performance management process.</p>	<p>Partially Accepted</p>	<p>The arrangements under development to strengthen the Council's Performance Management Framework aim to ensure greater alignment between performance and financial information and the Council's internal control environment. In doing so, this responds to the requirements of the Local Government and Elections (Wales) Act 2021, which defines performance in term of service performance, resources and governance. Specific changes include:</p> <ul style="list-style-type: none"> • The inclusion of financial performance indicators alongside service performance and other corporately agreed KPIs in all departmental delivery plans. • An enhanced self-assessment process, which includes budget challenge and performance & assurance sessions with individual Directors, has been put in place by the Chief Executive. • The Corporate Director (Resources) has also commenced 	<p>Gareth Newell – Head of Performance & Partnerships</p>	<p>31 January 2022</p>

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		<p>a new process to ensure stronger accountability arrangements as part of the annual budget setting and monitoring cycle, which requires formal acknowledgement and agreement from individual Directors about their respective revenue cash limits and efficiency savings requirements. This process is undertaken in accordance with the Council's Financial Procedure Rules, which set out clear accountability requirements for the management of budgets by responsible Directors.</p>		
<p>2. That you review where the PPDR process fits within the new performance management framework and make any necessary adjustments.</p>	<p>Accepted</p>	<p>This recommendation will be addressed through the Performance Management Framework, with Personal Reviews taking place a) after setting the Corporate Plan & Directorate Delivery Plans; b) as part of the mid-year self-assessment; and c) as part of year end self-assessment. The Performance Management Framework has been reviewed to ensure alignment with the self-assessment methodology now in place at a Corporate and Directorate level.</p>	<p>Gareth Newell – Head of Performance & Partnerships</p>	<p>31 January 2022</p>

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<p>3. That regular and less formal reviews of an employee's progress are introduced. These reviews can address work as well as wellbeing issues resulting in jointly agreed action plans which can be followed up and monitored.</p>	<p>Partially Accepted</p>	<p>It is accepted that regular reviews should be undertaken with all staff and especially those employees who are working remotely from their line management. The need for regular contact with staff who are working from home was included in the Council's Guide to Successful Agile and Homeworking, which provides guidance on related good practice and etiquette, and is also discussed as part of the training on remote working that is provided to managers. This will be reinforced moving forward in any relevant policies and guides.</p> <p>It is agreed that these contacts should take place on an informal basis in order to identify and address any ongoing issues and concerns, particularly in terms of staff well-being. However, any requirement to record, monitor and complete agreed actions using any related documentation (e.g. action plans) in support of this process would only assist in making it more formal and, therefore, such an approach may not be appropriate.</p>	<p>Tracey Thomas – Chief HR Officer</p>	<p>31 January 2022</p>