

## Management response

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**Report title:** Performance Management – Corporate Assessment Follow-on Review

**Authority:** Monmouthshire County Council

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## Proposals for improvement

Ref	Proposal for improvement	Intended outcome/ benefit	High priority (✓)	Accepted	Management response	Completion date	Responsible officer
P1	Develop a high-level, strategic approach linking the Council's sustainable development principle duties under the Act to its strategic vision, overall direction of travel and the developing local well-being plan under the Well-being of Future Generations (Wales) Act 2015.	The Council's performance management arrangements will reflect the requirements of the Well-being of Future Generations (Wales) Act 2015 and they will become integral to strategic and service planning.		Accepted	The council has now adopted a new sustainable development policy and incorporated this into its policy framework. This will ensure greater alignment of future programmes to The Act. During 2016-2017 we are undertaking two substantial assessments of need and wellbeing within the County as a consequence of the Wellbeing of Future Generations Act and the Social Services and Well-being Act. The information that is gained during this work will provide a much deeper evidence base and inform the development of the council's well-being objectives by 31st March 2017 and will form the basis of a high level strategic approach to fulfil our duties under the Act.	March 2017	Will Mclean

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P2	Demonstrate clearly the links between the Council's strategies and service plans to show how actions will deliver its strategic targets and outcomes.	The Council will better coordinated its actions to improve delivery of its priorities.	✓	Accepted	In May 2016 Cabinet agreed to commission a strategic programme of whole-authority work called 'Future Monmouthshire'. That will see the development of a new operating model for the Council in order to equip it to meet its goals amidst increasing change and uncertainty. The new operating model will have a clear purpose: to create solutions to some of the county's biggest challenges. Linked to this work we will ensure the council's key delivery strategies (Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty) all align to the business model.	Timescale will be informed by Future Monmouthshire	SLT
P3	Set out clearly the financial implications of the Council's service changes within its service improvement plans.	The Council will understand the cost of delivering service improvement plans during the decision making process.	✓	Accepted	Service Improvement Plans already have a column to indicate where costs will be met from. These plans are not used by elected members to make decisions and more detailed cost information would need to be provided prior to a decision of Cabinet or Council. Service improvement planning guidance for managers' will be revised to ensure clear requirements on completing financial implications of actions identified in service improvement plans.	March 2017	Matthew Gatehouse

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P4	Implement improvements to the budget setting and service planning processes to address weaknesses identified through heads of service challenge sessions.	Budget setting and service planning processes will be improved through internal learning and challenge.	✓	Not accepted	<p>Our focus is on using learning from the head of service challenges undertaken to implement future strategic challenge programmes as part of the Future Monmouthshire programme of work and aligning these more closely with budget setting process and our responsibilities under the Well-being of Future Generations Act.</p> <p>As a fundamental part of Future Monmouthshire we have comprehensively reviewed and refreshed the budget setting process for 2017/18.</p>		No new action required.
P5	Review the effectiveness of the data hub in monitoring and managing performance.	The data hub will provide better management information at little additional cost.		Not accepted.	<p>Since we developed the authority-wide performance measurement system for the Council, the “data hub” it has enabled members and officers to track and monitor key data at any point in time from key strategic plans to directorate level “dashboards”. We have always recognised the need to continue to ensure the information on the hub is easily accessible to as wide a range of audience as possible to ensure it is fully utilised by those who need it and have and will continue to review its effectiveness and iterate its design.</p>	Ongoing	Matthew Gatehouse

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P6	Ensure new Public Service Board (PSB) delivery plans clearly set out relevant actions and resources needed to deliver shared priorities so that each partner, including the Council, is clear what is expected of them.	Action plans will be more likely to support delivery of PSB priorities	✓	Accepted	<p>Partnerships are reviewing their delivery plans for 2016/17 to provide a more focussed approach on key outcomes for the year. The Strategic Partnership Team will continue to work with partners to strengthen the clarity of delivery plans and monitoring of progress.</p> <p>In the medium term the development of the PSB's wellbeing plan by March 2018 will require the PSB to allocate and prioritise resources to meet their wellbeing objectives and establish clear delivery plans to achieve this.</p>	<p>March 2017</p> <p>Ongoing</p>	Sharran Lloyd
P7	Ensure accurate data collection and reporting.	Performance reporting is more accurate.	✓	Accepted	Continue to strengthen the data quality process using external and internal audit feedback and liaise with Internal Audit to allocate their time appropriately to identified risks in data quality arrangements	May 2017	Matthew Gatehouse