



Sandbach Town Council

SANDBACH TOWN COUNCIL

PERFORMANCE MANAGEMENT POLICY

Adopted by Council: 23rd November 2021

Planned Review Date: July 2023

Introduction

We recognise that managing the performance of the Council is critical to its success. It enables members and officers to assess whether the organisation is achieving what it set out to do, delivering value for money and making life better for its citizens. Others may also require this information – including regulatory bodies, local partners, local residents and voluntary and community groups.

Performance management is not rocket science. Essentially, it is about the practical ways of keeping councillors and others informed about its progress. We will gradually improve our performance management until we are fully compliant with this policy.

Sandbach Town Council's approach to performance management is intended to provide an overview of both the systems and the culture by which the organisation manages, monitors and improves its performance and achieves its objectives. In other words, it should be able to tell us not just how well our services are performing against set targets, but the reasons why performance is at the level identified.

Our performance management approach will be concerned with measuring and monitoring four basic aspects of service delivery:

- Inputs – the resources used in delivering a service, e.g. the financial and staffing costs of delivering a Service.
- Processes – the approach that the organisation takes in using its available financial and staffing resources to deliver a service.
- Outputs – the services that are delivered as a result of the inputs and processes of the council
- Outcomes – the improvements in the quality of life experienced by those in the community as a result of the outputs delivered by the council.

We recognise that we will need robust performance indicators. These should be relevant, clearly defined, easy to understand and use and cost effective to collect. In addition, the indicators should be SMART, i.e. specific, measurable, achievable, realistic and time-related. We will strive to gradually improve our indicators. We will develop these indicators over time for all of our services.

To be effective, performance management needs to be set within a culture of improvement where everyone in the Council is determined to improve services and outcomes. Our associated Quality Policy describes our approach to continuous improvement.

Monitoring our Delivery Plan

We will develop a Delivery Plan for 2022-23 which lists many actions which we need to undertake in order to achieve our strategic aims. Monitoring progress against this plan will form the core of our performance management.

Progress will be continuously updated internally (from routine tasks such as servicing meetings to one off projects) on both Z drive and the Website by senior officers. The Town Clerk will monitor this to ensure that everything possible is being done to meet targets. Members will at anytime be able to view this.

At every second monthly Council cycle, each committee and full Council will be able to review progress in their area of responsibility. At these intervals the Delivery Plan Performance report will be updated on the website.

Progress against Action Plans from either Internal or External auditors and which are not specifically included in the Delivery Plan will also be reported to Finance, Policy and Governance Committee.

Financial Reporting

Updated financial reports will also be available internally on Z Drive for viewing by officers and members. Budget holders are responsible for continually monitoring income and expenditure against the budget.

Financial reports are agreed monthly by the external accountant and Responsible Finance Officer. At every monthly Council cycle, each committee and full Council will be able to review progress in their area of responsibility. These reports will be available on the Website as part of each agenda papers.

Monitoring of Resolutions.

All resolutions of full Council or committees under delegated authority are set out in formal public minutes. Each Council or committee agenda will contain a list of Minutes relevant to that committee or Council, which have not yet been actioned (exception reporting). Members can therefore be assured that resolutions are being implemented and acquainted of the reasons for any delay.

Specific reports will additionally be made to committees/ Council updating them in more detail of progress on specific matters within their Terms of Reference.

Officer Delegated Decisions.

The Council believes that efficiency is best served by empowering its officers as long as accountability measures are in place.

Decisions made by officers under delegation (either through the formal Delegation Scheme or under SO 27. Civil Emergency or other urgent matter) will be reported to each Council meeting as required by the Openness of Local Government Bodies Regulations 2014. These are not routine operational and administrative decisions such as giving instructions to an officer or paying an invoice approved by Council, but would include urgent action taken after consultation with the members, such as responding to a planning application or carrying out urgent work. In other words, decisions which would have been made by Council or committee had the delegation not been in place.

This acts to ensure members that delegated powers are being used correctly.

Process Monitoring

In the interests of continuous improvement, the Council encourages staff to regularly review processes and procedures. These are available to all officers internally on Z Drive.

Routine auditing of any Integrated Management (Quality) System or of procedures will be undertaken by the Town Clerk.