

# Performance Management Guide: Managing Performance for Better Service Delivery

This document presents Conwy County Borough Council's performance management guide and policy for consistent performance management across council services. It is a tool for anyone who works in the council, as well as a guide for those who receive our services.

**Mae'r ddogfen hon ar gael yn Gymraeg. This document is available in Welsh. We are also happy to provide this document in large print, audio, and braille, please contact the Performance and Improvement Team.**



**Conwy - Sir flaengar sy'n creu cyfleoedd**

**Conwy - a progressive County creating opportunity**

## **We want to hear your views!**

We value the rich diversity of Conwy and believe it's essential for all voices to be heard and acknowledged. We want to hear from you about the things that affect you. Are our long-term goals right for your community, and are we doing the right things? For more information or to share your thoughts on anything in our Corporate Plan, please contact us.

**By email:** [countyconversation@conwy.gov.uk](mailto:countyconversation@conwy.gov.uk)

**By telephone:** 01492 57 4000

Rydym yn croesawu galwadau ffôn yn Gymraeg a Saesneg. We welcome telephone calls in English and Welsh.

BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling **18001** before the number they require.

**By Sign:** British Sign Language users can contact us using a Sign Language interpreter through the InterpretersLive! Service, provided by Sign Solutions – visit

[www.conwy.gov.uk/signing](http://www.conwy.gov.uk/signing)

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We welcome correspondence in both English and Welsh. There will be no delay in responding to correspondence received in either language.

## **Young People**

Young people are the future and we want to hear your views. Services working with young people want to listen and give you the chance to speak up. Conwy Youth Council is all about giving you a voice and a choice in decisions that affect you.

If you want to get involved, visit the [Youth Council Facebook page](#), or go to our [Youth Service website](#), or contact us:

**By email:** [youthservice@conwy.gov.uk](mailto:youthservice@conwy.gov.uk)

**By telephone:** 01492 575100

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### **To keep up-to-date:**

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Like us on [Facebook](#).

Visit [our website](#) to find out about our services, including to view our [Corporate Plan](#) and [performance reports](#).

Visit our [‘Have your Say’](#) webpage.

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## 1.0. What is Performance Management?

Performance management is a structured, continuous process that helps us to align individual, team and organisation-wide performance goals in a strategic way, providing a clear direction of travel and drive to move us forward. It involves setting clear expectations, providing regular feedback, evaluating outcomes, and supporting employee development. Crucially, having a framework in place to support our performance management promotes consistency across the council, with everyone working toward common objectives and using the same criteria, practices and understanding. This consistency not only enhances fairness, accountability, and transparency, but should also support service efficiency, collaboration, and the ability to measure success and grow effectively.

The processes that we have in Conwy ensure that we are delivering what we said we would, and that we are doing it in a way that means better value services for people and communities. We are open and transparent in everything that we do, and our strategic plans and reports can be accessed online through [www.conwy.gov.uk/corporateplan](http://www.conwy.gov.uk/corporateplan) and [www.conwy.gov.uk/performance](http://www.conwy.gov.uk/performance).

### 1.1. Why is Performance Management Important?

Effective performance management helps us plan, monitor, and improve how we deliver services. It ensures that we:

- Focus on long-term outcomes, not just short-term tasks.
- Work towards the Welsh Government's 7 Well-being Goals.
- Use a consistent approach across all services.

Whilst it is important that we have the right systems in place, those systems are only as good as the energy that we put into them. Strong engagement throughout – the active and ongoing involvement and participation of users in both development and production – is key to effective performance management. If we do this well, then monitoring and reporting can be kept simple – in proportion and not burdensome – allowing greater focus on improving services for people and our communities.

The chapters in this guide show the variety of roles involved in performance management. These need to work together with openness, trust and understanding and support each other to challenge, learn, and develop, both as individuals and as an organisation as a whole.

The work of every member of staff is connected to our wider goals. Individual objectives align with team and service plans, which all feed into our [Corporate Plan](#) (and broader sub-regional, regional, and national plans beyond). This clear line of sight helps ensure everyone's efforts contribute to delivering better outcomes for our communities.

## 1.2. What does the legislation say?

There are a number of laws that govern the performance management expectations of public bodies. These apply to councillors and staff. Three key acts are the Well-being of Future Generations (Wales) Act 2015, the Local Government and Elections (Wales) Act 2021, and the Social Partnership and Public Procurement (Wales) Act 2023.

### 1.2.1. Well-being of Future Generations Act

The [Well-being of Future Generations \(Wales\) Act 2015](#) is about improving the social, economic, environmental and cultural well-being of Wales. It focuses on long-term thinking and sustainability and establishes seven national Well-being Goals:

1. A Prosperous Wales
2. A Healthier Wales
3. A Resilient Wales
4. Cohesive Communities
5. Vibrant Culture and Thriving Welsh Language
6. A More Equal Wales
7. A Globally Responsible Wales

By working towards these goals, public bodies need to think more about the long-term, work better with people and communities and each other, look to prevent problems, and take a more joined-up approach. All decisions must be understood in the context of a Sustainable Development Principle (ensuring that the needs of the present are met without compromising the ability of future generations to meet their own needs) and underpinned by **5 ways of working**:

1. **Long-term** – The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
2. **Prevention** – How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

3. **Integration** – Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
4. **Collaboration** – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
5. **Involvement** – The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area that the body serves.

For more information on the Act, take a look at the Future Generations Wales [Essentials Guide](#) online.

### **1.2.2. Local Government and Elections Act**

The [Local Government and Elections \(Wales\) Act 2021](#) requires us to self-assess on an ongoing basis performance against our ‘functions’. For the purposes of our six-monthly Performance Self-Assessment reports, ‘functions’ covers our Corporate Plan Goals and the seven governance areas (Corporate Planning, Financial Planning, Workforce Planning, Procurement, Assets, Risk Management, and Performance Management). Our reports should identify improvement actions that we intend to take in order to improve performance. The Governance and Audit Committee have a specific role under the Act to review and make recommendations on the report in advance of Council sign-off; and if a report is not amended following a recommendation by the committee, the report must give the reason as to why those changes were not accepted. The framework for our Performance Self-Assessment reports may be viewed at appendix 1.

#### **1.2.2.1. Stakeholder Engagement**

There is also a need under the Act to engage annually with stakeholders on our performance, which we do through our Stakeholder Engagement Survey, the results of which are included in our Performance Self-Assessment reports. Additionally, as part of our commitment to an ongoing assessment, will also include improvement actions identified through our Service Performance Review programme.

### **1.2.2.2. Panel Performance Assessment**

The Local Government and Elections (Wales) Act 2021 places a duty on councils to arrange for an independent peer-led panel to undertake an assessment, at least once during each electoral cycle, of the extent to which the council is meeting its performance requirements. The purpose of the Panel Performance Assessment is to provide an external perspective, and this should be used to help the council to improve. Typically, an assessment takes place over a four-day period, and involves reviews of documents, interviews, and focus groups with key officers, councillors, and stakeholders. As a council we have opted to work with the Welsh Local Government Association (WLGA) to implement Panel Performance Assessment arrangements, and their methodology may be found on their [website here](#).

In publishing and responding to the Panel Performance Assessment, the council must consider the conclusions drawn and recommendations made in order to identify actions it will take to better meet performance requirements. A draft of this Panel Performance Assessment Response Report must be reviewed by the council's Governance and Audit Committee. The council should reflect on the Panel Performance Assessment's findings when undertaking its next self-assessment, to see whether learning has been put into action. This forms part of a culture where councils are open to and embrace challenge.

For more information on the performance requirements of the Local Government and Elections (Wales) Act 2021, please view the [Statutory Guidance](#).

### **1.2.3. Social Partnership and Public Procurement Act**

Under the [Social Partnership and Public Procurement \(Wales\) Act 2023](#), local councils in Wales are expected to embed social partnership principles into their strategic planning and reporting processes. Specifically, councils must develop their objectives in consultation with recognised trade unions or staff representatives, ensuring meaningful involvement at formative stages. This includes providing adequate information and time for representatives to consider and respond to proposals. Councils must also produce annual performance reports that demonstrate how they have fulfilled their social partnership duties. While the Act does not prescribe a fixed format for these reports, they must clearly show how councils have engaged with staff representatives, sought consensus, and integrated social partnership into decision-making. Additionally, we routinely table for input our Performance Self-Assessment reports with trade unions through the meetings of the Corporate Joint Consultative Committee.

## 1.2.4. What about other legislation?

There are many other important pieces of legislation with reporting requirements that we must make sure that we comply with as a council, for example, the [Social Services and Well-being \(Wales\) Act 2014](#); the [Equality Act 2010](#) (including [Socio-Economic Duty 2021](#)) and subsequent [2011 \(Wales\) Regulations](#); the [Social Partnership and Public Procurement \(Wales\) Act 2023](#), etc. In addition, the [Public Audit \(Wales\) Act 2004](#) requires that we review and report on our governance each year. These legislative frameworks support the guiding principles of the Well-being of Future Generations Act by placing individual and community well-being and involvement at the core of everything that we do.

## 2.0. How do we report on our performance?

There are a number of key documents that form our reporting framework and guide the delivery of our services, and they are all connected. Our work is given high-level direction by the Conwy and Denbighshire Public Services Board (PSB). The PSB is responsible under the Well-being of Future Generations (Wales) Act 2015 for the creation of a Well-being Plan for its area, responding to the Welsh Government's Well-being Goals. This is agreed by all partners on the PSB who should work towards its delivery. It is based on an extensive analysis of need and stakeholder engagement, captured in its assessment of local well-being (or Well-being Assessment).

Public bodies on the PSB (which includes the council) then need to consider how they will work towards the Well-being Plan. We do this through our [Corporate Plan](#), which is the overarching strategic plan for our organisation. As well as including our contribution to the Well-being Plan, it will respond to the Well-being Assessment with a focus on our county's footprint and areas of work that are important for the council. Following extensive public consultation and partner input, the Corporate Plan is agreed by the elected Council. Although Council are the owners of the Plan, its delivery is entrusted to Cabinet. It is monitored through our six-monthly Performance Self-Assessment reports to senior managers and members and published at [www.conwy.gov.uk/performance](http://www.conwy.gov.uk/performance).

Each service has their own Service Plan that supports the agreed goals of Corporate Plan. A template for service plans is available at appendix 2, and the Performance and Improvement Team annually produce a list of prompts to support service planning discussions (please email [CIDT@conwy.gov.uk](mailto:CIDT@conwy.gov.uk) for the latest version). Typically service plans are reviewed annually (alongside Workforce Planning) between January and March

and approved by the relevant Cabinet Member(s) by March 31 ahead of the new financial year starting in April. Service Plans are monitored regularly by service managers and the Performance and Improvement Team. Service area performance will also be thoroughly scrutinised once a year as part of the rolling Service Performance Review Programme.

Larger services may also have team-based plans for individual teams, but there should always be a link between staff objectives and the Service Plan to enable teams and individuals to be clear about what they do to contribute to the Corporate Plan.

## 2.1. Performance Management Cycle

The diagram below summarises our performance management cycle:



1. Our **Corporate Plan** typically last 5 years and is the product of extensive public engagement, an [assessment of local well-being](#), a review of existing national policies, legislation and strategies, and input from staff, outgoing and incoming councillors, and partners. Once agreed, **Service Plans** are aligned to our corporately set goals and objectives.
2. Once the strategic direction has been set, teams will be engaged on how best to deliver against the agreed goals and objectives. We recommend that the content of service plans is reviewed at least once annually to take account of an ever-

changing environment and to maintain relevance. Consideration of service **budgets** and **Workforce Planning** will also be important at this stage.

3. Through **Conwy Conversation** – our one-to-one between staff and their line manager – discussions will be held around **individual objectives** and the contribution of staff members to team, **Service Plan** and **Corporate Plan** goals. At this level, course corrections can be made, and further support identified where necessary to help with staff development or to support staff well-being.
4. There are then also mechanisms in place to assess progress and make course corrections corporately, such as through our ongoing **Performance Self-Assessment** process, which reviews our Corporate Plan goals and performance. These are presented to Scrutiny and the Governance and Audit Committee on a six-monthly basis. This also takes account of the outputs of our **Service Performance Reviews**, which reflect on Service performance annually. We then also have **Workforce Planning** and skills review processes in place to support staff and services to have the right mix of talent needed to deliver effective and efficient services.
5. At the end of our cycle, supporting us to be a **learning and growing**, intelligence led organisation, the feedback that we have gathered throughout the performance management cycle – from individuals, teams, services, and the organisation as a whole – is fed back into our processes to encourage continuous improvement and growth.

## 2.2. Where does the data go?

We use an integrated performance management system called CAMMS-Riskconnect to help us manage our risk, programme, project, and performance information, including regulatory actions. The system is integrated to ensure that updates linked to any project, risk, plan, or action only needs to be added once by officers. This keeps our reporting simple and avoids duplication.

Our reporting cycle predominantly follows the financial year from April to March. Although services are free to update and report on relevant measures and actions in CAMMS-Riskconnect on a monthly, quarterly, or annual basis as is useful to them, our corporate reporting structure follows a six-monthly cycle whereby services will update their Service

Plan data in October and April. This facilitates timely reports to democracy in November / December (our mid-year report), and May / June (our year-end report).

Performance Self-Assessment reports covering April to September and October to March, plus our annual Executive Summary collectively form our annual Self-Assessment under the Local Government and Elections (Wales) Act 2021 (see appendix 1). They are tabled with the Senior Management Team, Cabinet, the Governance and Audit Committee, and the Finance and Resources Overview and Scrutiny Committee (FROSC), and once annually with Council. All of our Performance Self-Assessment reports may be viewed on our website at [www.conwy.gov.uk/performance](http://www.conwy.gov.uk/performance). Key principles for writing good performance reports have also been included at appendix 4.

### 2.3. Business Planning Framework

The following is an outline of our timetable for monitoring and reporting activity. This may alter depending on the committee timetable.

Month	Financial Planning	Service Planning	Political
April	-	Service Plans start.  Staff should now review their Conwy Conversation objectives in line with service objectives.  Services update CAMMS-Riskconnect Service Plan and risks for year-end.	Corporate Risk Register – Spring Review  Service Performance Review
May	Budget Working Group.	-	Service Performance Review
June	Budget Working Group.	-	Year-end Performance Self-Assessment tabled at Cabinet, FROSC, and Governance and Audit.  Service Performance Review
July	Budget Working Group.  Services submit budget reduction proposals.	-	Year-end Performance Self-Assessment tabled at Council.

			Service Performance Review
August	Budget Working Group. Services submit budget reduction proposals.	-	-
September	Budget Working Group. Business Planning Framework Timetable formally agreed. Revenue Business Cases submitted by services. Services submit budget reduction proposals.	-	Service Performance Review
October	Budget Working Group – Schools. Capital Business Cases submitted by services.	Services update CAMMS-Riskconnect for Service Plan and risks for mid-year.	Service Performance Review.
November	Draft Financial Settlement issued by Welsh Government.	-	Corporate Risk Register - Autumn Review (including review of Risk Appetite). Service Performance Review
December	Budget and Medium-Term Financial Plan agreed.	-	6-month Performance Self-Assessment tabled at Cabinet, FROSC, and Governance and Audit. Service Performance Review.
January	Final Budget Settled from Welsh Government.	Service Planning begins (alongside Workforce Planning, reviewing skill gaps and training needs, etc.).	Service Performance Review.
February	Budget and Business case decisions.	Service Planning ongoing.	Service Performance Review.

March	Budget and Business case decisions.	Service plans finalised and signed-off by Cabinet Members by March 31. Workforce Planning Action Plan also submitted.	Service Performance Review.
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**Please Note:** The collection, submission and validation of statutory data returns is ongoing throughout the year, the timings of which will vary depending on service area.

### 3.0. How do we measure performance?

Our Performance Management Framework is based on Results Based Accountability (RBA). RBA is structured around the following four components:

1. **An Outcome** – A goal that we want to achieve that will bring a benefit to people, community, or the organisation. Outcomes are usually long-term and customer focussed.
2. **Indicators** – Measures of effect that support the Outcome. Indicators are an *indication* of how close we are to achieving the Outcome. However, they are not entirely within our control. Satisfaction measures are a type of indicator.
3. **Performance measures** – Measures of effort that support the Indicators and Outcome. Performance measures tell us how well we are doing with the activity we are delivering. They are entirely within our control.
4. **Activities** – Actions, projects or programmes of work identified in support of the Outcome. They deliver outputs and benefits in the shorter to medium-term, collectively contributing to the achievement of the longer-term Outcome.

#### 3.1. Targets and Tolerances

Setting a target and a supporting tolerance threshold allows us to set some context to how well or badly we are performing at something. They are not tools for punishment or blame but should support conversations around the appropriate direction of our resource for improved service delivery (including both areas of under-performance and occasionally over-performance).

- **Target (excellent Performance)** – Our target should reasonably represent our ambition for the measure, being realistic within the context we are working in, e.g. budget, capacity, etc.

- **Tolerance Threshold (unsatisfactory performance)** – Our tolerance threshold represents the point at which significant intervention is needed to make improvement to our performance. Where we have specified **No Tolerance**, this means it is important that the target is met.

Having determined the above, we can better understand the performance ‘ranges’ that are acceptable or unacceptable to us (see Performance Status below). Our default approach to setting targets and tolerances where national data is available and it is appropriate to compare ourselves would always be to utilise the upper quartile and median position respectively from any data set. In developing our Corporate Plan framework, we have proactively sought to include nationally published measures against which we can benchmark ourselves; our targets and tolerances being informed by upper quartile or median performance data where appropriate. These are denoted in our reports as being **Benchmarked Nationally**.

Where there are no measures or data available that we can reasonably compare ourselves with (either nationally or by comparable grouping), we will develop local measures and take a local view on what we feel reasonably determines good or bad performance. These are denoted as **Benchmarked Locally**.

In some instances, it is not possible or appropriate to set targets, but the measures themselves still present useful information about performance. These will be noted as **Count Only**.

## 3.2. Performance Status

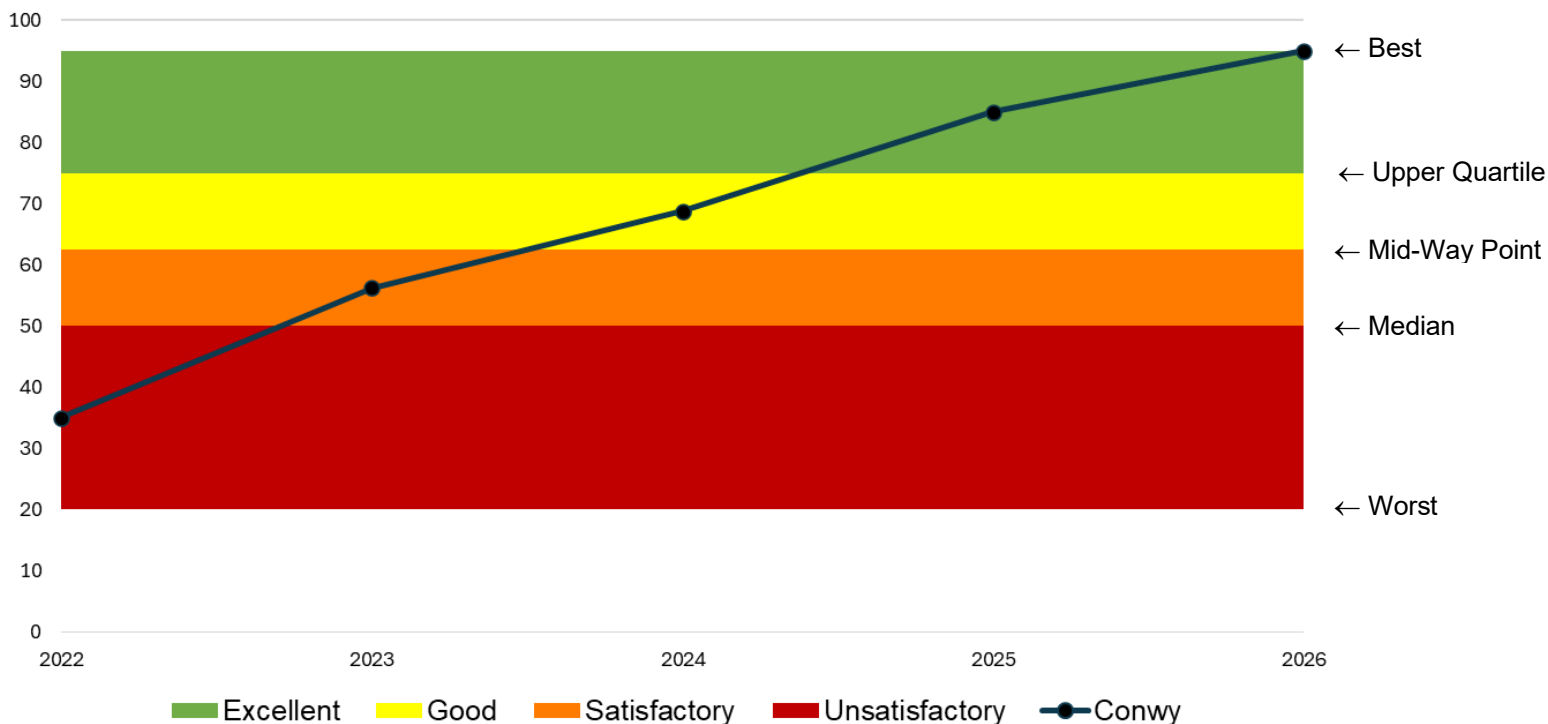
We use a four colour – red, orange, yellow, green (ROYG) – approach to our performance measures and activities. Where a measure is identified as a **Count Only**, RAG status and trend descriptors do not apply.

### 3.2.1. For measures

- A **Green** status means that we are achieving **Excellent** performance.
- A **Yellow** status means that we are achieving **Good** performance.
- An **Orange** status means that we are achieving **Satisfactory** performance, but that the measure may need focus.
- A **Red** status means that performance is **Unsatisfactory**.

The diagram below shows the Red, Orange, Yellow, Green (ROYG) statuses in action and their relationship to the target and tolerance thresholds set, in particular where we have applied our default approach taking the upper quartile from nationally published data as our excellence target, and the median figure as the tolerance threshold, the point at which significant intervention is needed. The threshold between **Yellow: On Track**, and **Orange: Within Tolerance** is the mid-way figure between the green excellence target (e.g. upper quartile) and the red tolerance threshold (e.g. median).

**Performance Thresholds Model – Mock Example Only**



### 3.2.2. For activity (using our project methodology)

- A **Green** status means that this element is **On Track** and is progressing as planned.
- A **Yellow** status means that we are **Experiencing Issues** with some deviation from the original plan.
- An **Orange** status means that the activity is **At Risk** and requires corrective action.
- A **Red** status means the activity is outside tolerance and **Off Track**, indicating a critical situation and the need to make significant intervention.

### 3.3. Trend Descriptors

Our reports compare the recent data point (outturn) with the previously available period. Trend descriptors are not describing any movement or change in RAG status. **Please also note** that in the case of **cumulative** six-monthly measures, we compare with the same period (i.e. latest mid-year with previous mid-year, latest year-end with previous year-end).

- **‘Better’** is used to describe where the change in outturn is an improvement. Where higher percentages or numbers are desirable, the figure will be higher than previously. Where lower percentages or numbers are desirable, the figure will be lower than previously.
- **‘Same’** is used when there has been no change to the outturn, with performance matching the previously available period.
- **‘Worse’** is used to describe where the change in outturn shows a decline. Where lower percentages or numbers are undesirable, the figure will be lower than previously. Where higher percentages or numbers are undesirable, the figure will be higher than previously.

### 4.0. How do we challenge our services to improve?

We have a rolling programme of Service Performance Reviews that ensures every service in the council is scrutinised once each financial year. It provides an opportunity for an open, honest, and constructive dialogue between the Head of Service, service managers and members about the strengths and weaknesses of a service’s delivery. All members are invited to attend each review. In advance of the review, a pack of information is collated and shared. This includes a self-assessment outlining strengths, weaknesses, opportunities, and threats (SWOT), the Service Plan Progress Report, Service Risk Register, and any other relevant or useful documents.

In addition to the formal Service Performance Reviews, Heads of Service must maintain contact with their Cabinet Member(s) on performance matters through their regular catchups, and mid-year SWOT exercise (between Service Performance Reviews).

The Service Performance Reviews form part of our ongoing self-assessment process and help us to identify key improvement activity, as required under the Local Government and Elections (Wales) Act 2021. These will be included in our six-monthly Performance Self-Assessment Reports. For more information, please contact the Performance and Improvement Team.

## 5.0. How do we manage our risks and issues?

Risk Management is a critical part of how we manage performance in the council. To aim for a risk-free culture would be both impossible, and inappropriate in that it would stifle innovation. However, we do need to understand the risks that we face and manage them appropriately. This supports effective decision making and contribute to the achievement of our outcomes.

Our accompanying *Risk Management Guide: Managing Risk for Better Service Delivery* explains the framework that we have in place to support effective risk management, and is available on our website at [www.conwy.gov.uk/risk](http://www.conwy.gov.uk/risk). Our Corporate Risk Register, which catalogues our most serious organisation-wide risks, is reviewed every six-months and tabled with the Governance and Audit Committee and Cabinet, usually around November / December and March / April. Visit our [website here](#) to view committee papers.

## 6.0. How do we manage programmes and projects?

Continuous improvement and business transformation means that we have to manage a large number of programme and projects ranging from the very simple to the very complex. Proper management and strong governance are essential to ensure success. As part of the improvement process, we have defined a common approach to programme and project management (PPM) that is to be used for all projects. This includes a PPM Framework for project managers and team members and a set of workflows for projects and programmes within CAMMS-Riskconnect, our performance and project management system.

Programme and significant project briefs are approved through the democratic process, reported quarterly through our Programme and Project Summary Dashboard, and an End of Programme / Project Report is also shared when activities come to a planned close. This Dashboard is monitored and reviewed by the Strategic Leadership Team, Informal Cabinet, and the Finance and Resources Overview and Scrutiny Committee (FROSC). Scrutiny can also request that any programme or project bring an individual report to provide more detail, as necessary.

More information on Programme and Project management is available to staff on our [intranet page](#), or by contacting [ppm@conwy.gov.uk](mailto:ppm@conwy.gov.uk).

## 7.0. What about audits and inspections?

External Regulators are responsible for conducting audits and inspections across Welsh local authorities to ensure that public money is used economically, efficiently, and effectively. Their purpose is to support the continuous improvement of public services and help achieve effective outcomes for individuals and communities who rely on them. Our principal external regulators include:

- [Audit Wales](#) (AW) (Performance, Finance and Governance)
- [Estyn](#) (Education)
- [Care Inspectorate Wales](#) (CIW) (Social Services)

We are also audited by other regulators from time to time.

External auditors agree an annual programme of audit, inspection and regulation that will take place nationally throughout all authorities in Wales, and locally, specific to Conwy. Following an audit, a report is produced that sets out the findings of the work and makes recommendations where appropriate. We will respond to the recommendations by developing an action plan that provides progress that has been made on each recommendation, together with suggested actions and dates for implementation. Where it is felt that recommendations do not add value or are unachievable within available resources, the response will provide an explanation for not taking it forward.

The action plans responding to recommendations are reported firstly to our internal Improvement and Audit Group, which is chaired by the Strategic Director for Finance and Resources and has oversight of regulatory activity. Action plans are then returned to the regulator to approve the content of the plan.

All external reports and accompanying action plans are reported to the relevant Overview and Scrutiny Committee to enable them to scrutinise the report's content and the effectiveness of the actions being put forward. They are then presented to Governance and Audit Committee to provide assurance that our regulatory processes are effective. Progress made on the delivery of our regulatory activity is subsequently reported to the Governance and Audit Committee as part of our six-monthly Performance Self-Assessment reports.

## 8.0. How do we manage our resources?

### 8.1. Our workforce

Our workforce is our biggest and most valuable resource, and it is therefore vital that we provide them with appropriate support and direction, and monitor individual, as well as team and service performance. We need to make ensure that we celebrate success, share good practice and proactively address poor performance. The authority requires staff to be competent to deliver their individual objectives. We need a flexible, adaptable workforce that encourages customer focus, innovation, continuous improvement, and good communication.

Each Service has a Corporate Human Resources Business Partner allocated to provide them with support in all aspects of staff management. There are also a variety of Corporate HR policies that support:

- Talent Management
- Staff well-being
- Apprenticeships and work placements
- Succession Planning
- Corporate Training
- Improving Performance
- Sickness Absence

We also have our **Conwy Conversation** approach ([staff intranet link](#)) to support staff and line manager one-to-one discussions, where performance should be woven into this regular and meaningful check-in conversation. It should be clear to staff how the contribution they in their roles supports team, service, and corporate objectives.

Workforce data supporting our Corporate Plan is included within its Performance Management Framework and are routinely reported to democracy through our Performance Self-Assessment reports. Key workforce data, such as staff absence, training, Conwy Conversations, is available to managers to support workforce and business planning discussions, whilst other reports presenting HR information, policy updates and workforce data are also tabled with committees.

## 8.2. Finances

Conwy has a Medium-Term Financial Strategy (MTFS) that sets out our strategic approach to financial management and outlines some of the financial issues that we face over the next few years. The delivery of the strategy is dependent on the resources made available through Welsh Government settlements and on the success of the council in aligning resources to its aims and priorities.

To support our financial management, we have a set of Financial Regulations that form the financial policies of the authority. These Regulations, in conjunction with Financial Codes of Practice, Contract Standing Orders, the Scheme of Delegation, Scrutiny Committees and Codes of Conduct of both employees and members, provide a framework within which we conduct our business.

The Governance and Audit Committee, the Finance and Resources Overview and Scrutiny Committee and Cabinet regularly receive update reports on our financial position throughout the year. These may be viewed through our [committees webpages](#). For more information on the MTFS, please visit [our website here](#).

## 9.0. Something for Everyone: Understanding Your Role in Managing Performance!

It is important that everyone understands their duties and responsibilities in managing performance. Above all, however, we must recognise sensitivities around performance matters and treat everyone with respect and kindness. Performance conversations should always be about constructive support and not seeking to lay blame.

- **Fair:** We respect, we include, we stand equal.
- **Care:** We invest, we communicate, we support.
- **Team Player:** We collaborate, we empower, we develop.
- **Innovative:** We listen, we learn, we grow.

The following sections provide a summary of what you can expect in your role with the council and what you are responsible for.

### 9.1. Members of the Public

**As a member of the public, I expect:**

- **Transparency and Honesty:** I want clear and truthful information about the services and decisions that affect me. I appreciate being kept in the loop and having access to all relevant details.
- **Respect and Dignity:** I expect to be treated with respect and dignity in all interactions. My opinions and experiences should be valued and considered.
- **Active Participation:** I want opportunities to actively participate in the decision-making process. My voice should be heard, and my contributions should make a difference.
- **Support and Guidance:** I need support and guidance to navigate the services available to me. Clear instructions and helpful, up-to-date information and resources that are easy to understand are essential for me to make informed choices.
- **Accountability:** I expect services to be well planned to support community needs, with those in charge being accountable for their actions and decisions. There should be mechanisms in place to address any concerns or issues that arise.

## I am responsible for:

- **Engaging Actively:** I will actively engage in performance processes and provide my input. My participation is crucial for the success of our collective efforts.
- **Staying Informed:** I will stay informed about the services and decisions that affect me.
- **Respecting Others:** I will treat others with respect and dignity, just as I expect to be treated.
- **Providing Constructive Feedback:** I will provide constructive feedback to help improve services and processes. My insights can lead to positive changes.
- **Taking Initiative:** I will take the initiative to seek out information, ask questions, and get involved. My proactive approach will contribute to the success of our shared goals and the betterment of services and our community.

## How do I do this?

- You can view the council's current progress with regards to performance and risk management through our Performance Self-Assessment reports, which are published at [www.conwy.gov.uk/performance](http://www.conwy.gov.uk/performance).
- Council meetings, including Cabinet and Scrutiny are public and you are welcome to attend. You can also view meetings online through our web casts, accessible through our [committee webpages](#).
- Information on how to contact us is [available here](#).

## 9.2. Elected Members

### As an Elected member I expect:

- **Transparency and Honesty:** I want clear and truthful information about the services and decisions that affect my constituents. I appreciate being kept in the loop and having access to all relevant details to make informed decisions.
- **Respect and Dignity:** I expect to be treated with respect and dignity in all interactions. My role and responsibilities should be valued and supported.
- **Active Participation:** I want opportunities to actively participate in the decision-making process. My voice should be heard, and my contributions should make a difference in shaping policies and services.

- **Support and Guidance:** I need support and guidance to navigate the complexities of my role. Clear instructions and helpful, up-to-date information and resources that are easy to understand are essential for me to make informed decisions and effectively serve my community.
- **Accountability:** I expect services to be well planned to support community needs, with those in charge being accountable for their actions and decisions. There should be mechanisms in place to address any concerns or issues that arise, ensuring that we uphold the trust of the public.

### **I am responsible for:**

- **Engaging Actively:** I will actively engage in performance processes that help determine the strategic vision of the council and inform service planning, representing my community and giving voice to what's important to the well-being of residents.
- **Staying Informed:** I will stay informed about the services and decisions that affect my community to make informed choices and advocate effectively.
- **Respecting Others:** I will treat others with respect and dignity, just as I expect to be treated.
- **Providing Constructive Feedback:** I will provide constructive feedback to help improve services and processes. My insights can lead to positive changes and better outcomes for the community.
- **Taking Initiative:** I will take the initiative to seek out information, ask questions, and get involved. My proactive approach will contribute to the success of our shared goals and the betterment of services and our community.

### **How do I do this?**

- Participate in meetings, representing the voice of the citizen.
- Raise issues and concerns with relevant managers.
- Engage with and scrutinise the information available to help inform decisions and identify ways to make improvements.

### **9.2.1. Cabinet Members**

**In addition to my role as an [Elected Member](#), as a Cabinet member I expect:**

- Accurate and timely performance and risk reports to help inform decisions and identify areas for improvement.

**I am responsible for:**

- Monitoring the delivery of service plans and the management of service risk registers with Heads of Service.
- Monitoring and driving forward the delivery of our Corporate Plan Goals.
- Monitoring and managing risks on the Corporate Risk Register.

**Have I?**

- Met with the relevant Heads of Service in my portfolio to give input and agree the content of the Service Plan by March 31?
- Given input to the Service Performance Review process?
- Reviewed performance and risk information for the council and the services I represent on a regular basis?

### **9.2.2. Scrutiny Members (including co-optees)**

**In addition to my role as an [Elected Member](#) (does not apply to co-optees), as a Scrutiny Member I expect:**

- Accurate and timely performance and risk reports to aid the scrutiny of service delivery and identify areas for improvement.

**I am responsible for:**

- Scrutinising the delivery of the Corporate Plan Goals.
- Scrutinising the management of our Corporate Risk Register.
- Scrutinising the delivery of service plans and the management of service risk registers.

**Have I?**

- Attended or read Service Performance Review document packs?

- Reviewed performance and risk information for the council on a regular basis?

### 9.2.3. Governance and Audit Committee Members (including lay members)

In addition to my role as an [Elected Member](#) (does not apply to lay members), as a member of the Governance and Audit Committee I expect:

- Assurance that our performance and risk processes are robust and being consistently applied across the council.

I am responsible for:

- Endorsing the council's Performance Management Framework (as outlined in this guide), and the council's Risk Management Framework (as outlined in our accompanying [Risk Management Guide: Managing Risk for Better Service Delivery](#) *N.B. Webpage to be built shortly*).
- Monitoring the effectiveness of our performance and risk management processes.
- Identifying performance and governance related matters that warrant further scrutiny.

Have I?

- Reviewed the council's performance and risk information on a regular basis? This includes performance and risk reports taken to scrutiny committees and Cabinet.
- Attended or read Service Performance Review document packs?

### 9.3. Members of staff

As a member of staff, I expect:

- **Transparency and Honesty:** I want clear and accurate information about the things that affect my work and the communities I serve. I appreciate being kept in the loop and having access to all relevant details to perform my duties effectively.
- **Respect and Dignity:** I expect to be treated with respect and dignity in all interactions. My role and contributions should be valued and supported, ensuring that I can effectively serve communities.

- **Active Participation:** I want to understand the council's goals and the contribution my work makes towards them. My voice should also be heard, and my contributions should make a significant difference in shaping policies and services.
- **Support and Guidance:** I need support and guidance to navigate the complexities of my role. Helpful tools and systems with up-to-date information will support the development, communication, and monitoring of our performance information, helping me to perform my duties effectively.
- **Accountability:** I expect services to be well planned to support community needs, with those in charge being accountable for their actions and decisions. There should be mechanisms in place to address any concerns or issues that arise, ensuring that we uphold the trust of the public.

### **I am responsible for:**

- **Engaging Actively:** I will actively engage in performance processes, supporting the delivery of the Service Plan and provide my input. My participation is crucial for the success of our collective efforts and the well-being of our community.
- **Staying Informed:** I will stay informed about the services and decisions that affect our community and proactively review my own learning and training needs to continually improve performance.
- **Respecting Others:** I will treat others with respect and dignity, just as I expect to be treated.
- **Providing Constructive Feedback:** I will provide constructive feedback to help improve services and processes. My insights can lead to positive changes and better outcomes for the community.
- **Taking Initiative:** I will take the initiative to seek out information, ask questions, and get involved. My proactive approach will contribute to the success of our shared goals and the betterment of services and our community.

### **How do I do this?**

- Ask questions, contribute ideas, and challenge the way we do things.
- Raise any risks or concerns with managers or trade unions.
- Provide honest and easy to understand updates on the progress of work.
- Get involved in the service planning process and give input to the Service Plan.
- Stay up-to-date with the council's performance and risk management processes.

### 9.3.1. Chief Executive / Strategic Directors

In addition to my role as a [Member of Staff](#), as the Chief Executive / Strategic Director, I expect:

- Staff to be engaged with our performance management processes and understand their contribution.

**I am responsible for:**

- Ensuring that performance and risk management processes remain fit for purpose and are effectively implemented.
- Championing a culture of performance and risk management within the council.
- Monitoring Corporate Plan and service-level performance information.
- Monitoring the Corporate Risk Register and service risk registers.
- Keeping elected members informed of issues relevant to them.
- Reviewing performance and risk management with Heads of Service as part of regular one-to-one meetings.

**Have I?**

- Provided input to service plans and risk registers?
- Reviewed service performance and risk data on a regular basis with Heads of Service?
- Engaged with the Service Performance Review process?
- Provided input to the council's Well-being Assessment and ongoing Self-Assessment process, using their intelligence to shape service planning, risk management and delivery?
- Informed the Communications Team of good news stories, or alerted them to potential performance issues?

### 9.3.2. Heads of Service

In addition to my role as a [Member of Staff](#), as a Head of Service, I expect:

- Guidance from Strategic Directors, Cabinet Members, and the Performance and Improvement Team on performance and risk management.

- Scrutiny members and staff to also be engaged in the development and delivery of the service.

### **I am responsible for:**

- Developing, communicating, and delivering the Service Plan with key stakeholders.
- Keeping elected members informed of issues relevant to them.
- Maintaining the Service Plan and understanding the contributions it makes to the Corporate Plan and other wider strategies.
- Managing service risk, with input from staff, escalating risks as required.
- Involving staff in the development of Service Performance Review documentation.
- Ensuring that performance and risk management processes are effectively implemented, championing performance and risk management within the council.

### **Have I?**

- Consulted and engaged with key stakeholders during the development of the Service Plan, including managers, staff, and lead Cabinet Members?
- Taken customer need into account and considered all applicable legislative duties?
- Considered the implications of the Service plan and provided an assessment of any financial, support service or workforce requirements?
- Reviewed performance thresholds and timescales for projects and activities?
- Prepared for the Service Performance Review and involved staff in the preparation of its documentation?
- Reviewed performance and risk data on a regular basis with my Cabinet Member(s) and management team?
- Communicated key performance messages to staff, good and bad?
- Provided input to the council's Well-being Assessment and ongoing Self-Assessment process, using their intelligence to shape service planning, risk management and delivery?
- Informed the Communications Team of good news stories, or alerted them to potential performance issues?

### **9.3.3. Service Manager**

**In addition to my role as a [Member of Staff](#), as a Service manager, I expect:**

- Clear direction from the elected Council, Cabinet, and senior leaders.

- Staff to be engaged in the delivery of the Service Plan, aware of the council's performance and risk management processes, and understand their contribution towards successful service delivery.

### **I am responsible for**

- Helping Heads of Service communicate the strategic vision of the council and involving staff in the development and delivery of the Service Plan, which includes keeping elected members informed of issues relevant to them.
- Ensuring staff engage and commit to activity within the Service Plan.
- Supporting the Head of Service with the monitoring of the Service Risk Register, also engaging with team members.
- Monitoring service / team performance, providing accurate and timely updates, giving consideration as to whether performance expectations are appropriate.

### **Have I?**

- Consulted and engaged with key stakeholders during the development of the Service Plan and risk registers?
- Addressed any new legislative duties in the Service plan?
- Evaluated the implications of the Service Plan, to include an assessment of any financial, support service or workforce requirements?
- Set realistic performance thresholds and timescales for projects and activities?
- Engaged with the Service Performance Review process and ensured that staff are engaged?
- Reviewed performance and risk data on a regular basis to inform the service's own improvement?
- Communicated key performance messages to staff, good and bad?
- Provided input to the council's Well-being Assessment and ongoing Self-Assessment process, using their intelligence to shape service planning, risk management and delivery?
- Informed the Communications Team of good news stories, or alerted them to potential performance issues?

### 9.3.4. Business Managers / Performance Officers

In addition to my role as a [Member of Staff](#), as Business manager / Performance Officer, I expect:

- To have a clear understanding of the council's performance and risk management processes.
- Service plans and risk registers to have input and ongoing challenge from stakeholders, including the Corporate Director(s), Cabinet Member(s), staff, and the public.

I am responsible for:

- Supporting the Head of Service in the completion and communication of a clear and easy to follow Service Plan (by March 31) and the Service Risk Register, ensuring the involvement of the right people, and making sure that staff understand their commitments.
- Supporting the Head of Service in the preparation of Service Performance Review documentation.
- Keeping the Service Plan up-to-date (the Service Plan is a live document and should be updated with any new activity during the year).
- Ensuring that accurate and easy to understand performance (actions and measures) and risk updates have been provided in CAMMS-Riskconnect when required, ensuring all comments provided are written in plain language, avoiding acronyms.

Have I?

- Consulted with and involved the Performance and Improvement Team to ensure that there is consistency in the approach taken?
- Ensured that customer needs are taken into account, as well as any legislative duties that apply?
- Analysed the implications of the Service Plan, to include an assessment of any financial, support service and workforce requirements?
- Set realistic performance thresholds and timescales for projects and activities?
- Used the CAMMS-Riskconnect performance management system to help collate the detail of the Service Plan and maintain the Service Risk Register?

- Informed the Communications Team of good news stories, or alerted them to potential performance issues?

### **9.3.5. Corporate Performance and Improvement Officers**

**In addition to my role as a [Member of Staff](#), as a Corporate Performance and Improvement Officer, I expect:**

- Services to engage in the service planning process, service plans being complete by March 31.
- Service Risk Registers to be maintained and up-to-date.
- Accurate updates to be submitted upon request, with clear and understandable comments where applicable.
- Accurate, appropriately formatted, and edited Service Performance Review documentation completed within timescales by services.
- Services to use the data they collect to inform their own improvement.
- Performance to be challenged by stakeholders, in particular by Cabinet, Scrutiny, the Governance and Audit Committee, and the public.

**I am responsible for:**

- Maintaining the integrity of data collection and monitoring and reporting processes.
- Supporting services in their service planning and risk management, ensuring consistency of approach, giving due regard to key legislative considerations such as the Equality Act, the Well-being of Future Generations Act, the Social Services and Well-being Act, the Social Partnership and Public Procurement Act, and other council and partnership commitments.
- Producing accurate performance reports as required by senior leaders, the Council, Cabinet, Scrutiny and the Governance and Audit Committee.

**Have I?**

- Supported services to stay on track to meet the Service Plan deadline (March 31)?
- Monitored performance and risk updates from services, producing performance reports as required?
- Supported services in the preparation of their documentation for the Service Performance Reviews?

- Supported the Corporate Plan's governance and performance management Framework arrangements?
- Informed the Communications Team of good news stories, or alerted them to potential performance issues?

## 10.0. Glossary

Below is a list of key words in this guide to help readers understand important terms.

### 10.1. Performance Management

**CAMMS-Riskconnect (Performance Management System)** – The council uses a cloud management system called CAMMS-Riskconnect to monitor service performance, project, and risk management information.

**Conwy Conversation** – This is our approach to continuous performance and well-being support. It replaced annual performance development reviews with regular, meaningful check-ins between managers and employees to foster trust, personal development, well-being, and provide real-time feedback.

**Corporate Plan Performance Management Framework (PMF)** – The Corporate Plan Performance Management Framework (also known as our Technical Document) identifies key indicators, performance measures and activity that supports the Corporate Plan, including performance thresholds and data sources.

**Improvement Activity** – Improvement Activity are key programmes, projects or actions that have been identified to support an Outcome. This includes actions arising from Internal Audit, Service Performance Reviews, the staff survey, or risk registers. Improvement activities can also be developed through the council's Performance Self-Assessment Reports.

**Indicator** – An Indicator is a measure that we do not have full control over and usually captures the 'effect' of what we do. Indicators tell us how effectively we are achieving the desired Outcome. The template at appendix 3 of this booklet should be used to help define indicators.

**Measure** – A Performance Measure is entirely in the council's control and usually captures our 'effort' – i.e. the outputs of our delivery. Measures should influence the performance of indicators (though the extent will vary depending on the activity). The template at appendix 3 of this booklet may be used to help define measures.

**Outcome** – We plan our services using an approach called Results Based Accountability (RBA). RBA helps us set clear goals, create action plans, and measure our progress. This helps us stay accountable and show real, measurable improvements. When we talk about

an “Outcome” we mean a benefit or positive change experienced by someone or a community of people. By focusing on outcomes, we can better understand if our work is truly making a difference.

**Performance Management** – Performance Management is the structure and processes that we have in place to ensure that we deliver what we said we would, whilst encouraging active involvement and challenge from across the council, our elected members, and residents. This guide is also referred to as the council’s Performance Management Framework.

**Service Performance Review Programme** – Our Service Performance Reviews (SPRs) are a rolling programme that looks at the overall performance of a service. Generally, one is held per month, and the panel is chaired by the Cabinet Member responsible for performance. Also in attendance is the Leader and relevant Cabinet Member(s), the Chief Executive, Strategic Directors, relevant Head(s) of Service, Head of People and performance, Head of Audit and Procurement, the Strategy Performance and Engagement Manager, and the Service Accountant. Wider staff and councillors are also welcome to attend. Documentation will include a report on the Service’s Service Plan and Risk Register, and an analysis prepared by the service to demonstrate their strengths, weaknesses, opportunities, and threats (SWOT).

**Service Planning** – Service planning is activity that usually takes place between January and March to agree the content of service plans for the following financial year. Corporate Performance and Improvement Officers work with Performance Lead Officers, Service Managers and Heads of Service to develop these in CAMMS-Riskconnect (our performance management system) by March 31, though they are live documents that should be kept up-to-date throughout the year.

**Stakeholder Engagement Survey** – The Local Government and Elections (Wales) Act 2021 places an expectation on us to consult annually with a prescribed list of key stakeholders on how we are performing against our functions. We do this through our Stakeholder Engagement Survey and stakeholders must include residents, staff, businesses, town and community councils, partners, and trade unions. Results from the survey are included in our Performance Self-Assessment reports.

**Thresholds** – These help us to understand the context of our performance and support improvement conversations. We use a four colour – red, orange, yellow, green (ROYG) – approach to measure our performance measures, which will be determined by the targets

and tolerances we set. Our target (for Green: Excellent) should reasonably represent our ambition for the measure, being realistic within the context we are working in, e.g. budget, capacity, etc. Our tolerance threshold (for Red: Unsatisfactory performance) represents the point at which significant intervention is needed to make improvement to our performance. Mid-way between these values will determine the Yellow: On Track and Orange: Within Tolerance boundary.

**Workforce Planning Framework** – This sets out our approach to workforce planning with the aim of aligning our workforce capabilities with service priorities, enabling us to attract, support, develop and retain a resilient, diverse, and adaptive workforce through integrated planning, data-driven decision-making, and continuous learning and improvement.

## 10.2. Plans

**Corporate Plan** – The [Corporate Plan](#) is the overarching strategic plan for the council and responds to the Well-being of Future Generations (Wales) Act 2015, and the Public Services Board’s Well-being Plan. It sets out our well-being objectives (goals) for the term of the elected Council. This sits above and is aligned with service plans.

**Inclusive Conwy Plan** – The Equality Act 2010 (and 2011 Wales Regulations) requires public bodies to have a plan in place to address inequalities. Conwy’s [Inclusive Conwy Plan \(2024-28\)](#) builds on the progress we’ve made through previous equality plans but focuses on people and their lived experience, rather than our obligation to comply with legislation. The plan outlines the key priorities we’ll focus on over the 4 years of the plan and incorporates actions from Welsh Government’s [Anti-racist Action Plan](#) and [LGBTQ+ Action Plan](#).

**Medium Term Financial Plan** – It is important for the council to look at its finances beyond just one year. Conwy does this through its [Medium-Term Financial Strategy](#) (MTFS), which generally looks at the coming three years and estimates what might happen to the council during that time. The MTFS closely follows the plans put forward by services during the service and business planning process.

**Service Plan** – The Service Plan is the basis of the council’s performance management structure. It contains all the key indicators and performance measures and improvement activity relating to the key outcomes that services consider important. Service plans feed up into the council’s Corporate Plan and are signed-off by the relevant Cabinet Member(s) by March 31.

**Well-being Plan** – The [Well-being Plan](#) is the strategic plan agreed between partners on the Conwy And Denbighshire Public Services Board (PSB) in response to the Well-being of Future Generations (Wales) Act 2015, and seeks to deliver on key outcomes that are shared across different organisations for the two localities.

### 10.3. Reports

**Annual Governance Statement (including Code of Local Governance, and Governance Framework)** – Each year we must review the governance arrangements of the council, which includes checking our internal controls – i.e. the systems and processes that make sure decisions are made properly, risks are being managed, and public money is used responsibly. The Annual Governance Statement follows guidance set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority of Chief Executives (SOLACE). It is reported annually to the Governance and Audit Committee and Cabinet, and published at [www.conwy.gov.uk/performance](http://www.conwy.gov.uk/performance). Actions are included within our Performance Self-Assessment.

**Impact Assessment Report** – Conwy has an Integrated Impact Assessment and screening tool. Integrated Impact Assessments are an evaluation of the potential impact of decisions made by the council, which includes changing or developing new projects, policies, guidelines, plans, and strategies, together with changes to service delivery.

**Panel Performance Assessment** – A peer-led panel must undertake an assessment on the council's performance and produce a report of their findings once in each electoral cycle. A response must be produced by the council, with input from the Governance and Audit Committee, which outlines actions the council will take in order to improve its ability to meet performance requirements. Our Panel Performance Assessment arrangements are delivered in partnership with the Welsh Local Government Association (WLGA).

**Performance Self-Assessment Report** – Our [Performance Self-Assessment Reports](#) are an important vehicle for presenting all our key performance information in one place, drawing together a massive body of evidence from both internal and external sources (see appendix 1), including our regulators and customers. They should demonstrate and drive forward the council's progress against the delivery of the Corporate Plan and the seven governance areas. They are produced six-monthly, covering April to September and October to March. Combined with our once annual Executive Summary at year-end, these reports make up our response to the requirement for an ongoing process of self-assessment under the Local Government and Elections (Wales) Act 2021, also supported

by our Service Performance Review programme. They should be viewed as live documents that help us to continually review our Corporate Plan and its supporting activity, measures, targets, and tolerances. Reports are tabled with the Senior Management Team, Governance and Audit Committee, Finance and Resources Overview and Scrutiny Committee (FROSC), the Corporate Joint Consultative Committee, Cabinet, and once annually with Council.

**Service Plan Progress Report** – A Service Plan Progress Report is produced by our Performance Management System ahead of a Service Performance Review and examines performance against the Service Plan.

#### **10.4. Risk Management (see also our [Risk Management Guide](#))**

**Corporate Risks** – These are significant risks that could have an impact on our ability to meet long-term corporate and service objectives, and our ability to fulfil statutory duties. Corporate Risks are monitored by the Senior Leadership Team (SLT) and Cabinet on a regular basis (as least six-monthly). They are managed through CAMMS-Riskconnect.

**Issues** – An issue refers to the consequences of an event that has already occurred and management mitigation actions are underway or planned.

**Risk** – A risk is an event that, should it occur, would impact our ability to successfully achieve our priorities. Risk is a measure used to describe the uncertainty surrounding an event and its potential impact.

**Risk Appetite** – Risk Appetite is the level of risk that we are prepared to tolerate or accept in the pursuit of our long-term, strategic objectives. For example, the council may decide that it will tolerate no risk to its finances but is willing to be more open to reputational risk.

**Service Risks** – These are specific to individual service areas that pose a threat to our operations and could have an impact on day-to-day service delivery. These challenges may include health and safety, information security, service continuity, partnerships, and other operational factors. Service risks are captured on service risk registers. They are managed, monitored, and escalated as part of the service performance review process. Like Corporate Risks, they are managed through CAMMS-Riskconnect.

## 10.5. Legislation

**The Local Government and Elections (Wales) Act 2021** – The [Local Government and Elections \(Wales\) Act 2021](#) requires the council to report on its functions through an annual Self-Assessment process, as well as through a peer-led assessment that must take place once in each electoral cycle. For more information on the performance requirements of this Act, please view the [Statutory Guidance](#).

**The Well-being of Future Generations (Wales) Act 2015** – The [Well-being of Future Generations \(Wales\) Act 2015](#) is about improving the social, economic, environmental and cultural well-being of Wales. It makes us think more about the long-term, work better with people and communities and each other, look to prevent problems, and take a more joined-up approach with partners. All decisions must be understood in the context of the Sustainable Development Principle.

**Social Partnership and Public Procurement Act** – Under the [Social Partnership and Public Procurement \(Wales\) Act 2023](#) we must embed social partnership principles into our strategic planning and reporting processes by developing our objectives in consultation with recognised trade unions or staff representatives. Additionally, we must produce an annual performance report that demonstrates how we have fulfilled our social partnership duties.

## 10.6. Regulators

**Audit Wales** – Audit Wales conduct field work to review the finances and performance of public bodies and produce an Annual Audit Summary of their overall findings. To view recent reports, see the [Audit Wales](#) website.

**Care Inspectorate Wales (CIW)** – This is the principal regulator of social care and childcare in Wales. Recent reports reviewing local authority children and adult social services can be found on the [Care Inspectorate Wales](#) website.

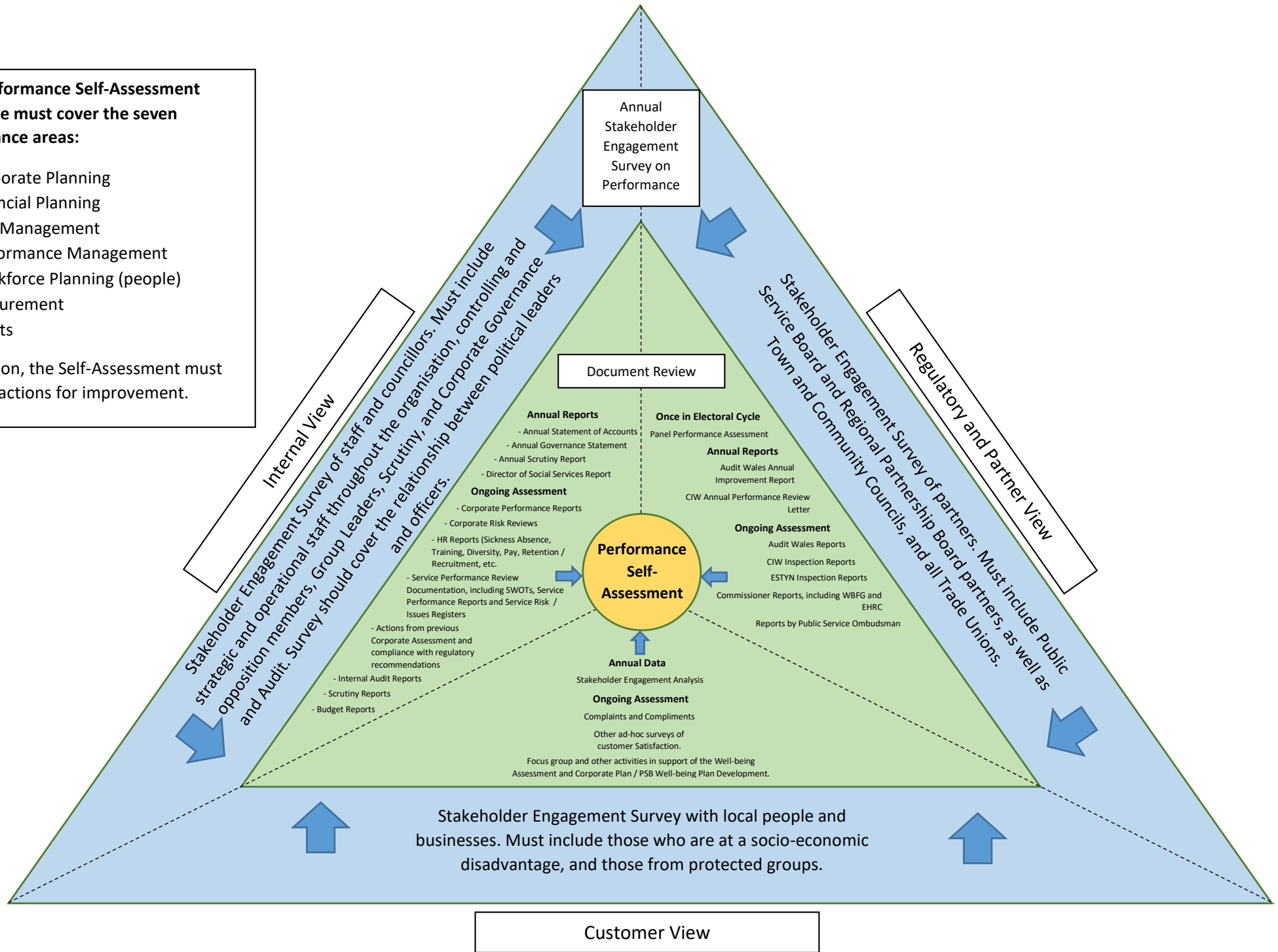
**Estyn** – Is the education and training inspectorate for Wales, and regularly produce inspection reports that may be viewed by accessing the [Estyn](#) website

# Appendix 1 – Performance Self-Assessment Framework

**The Performance Self-Assessment structure must cover the seven governance areas:**

- Corporate Planning
- Financial Planning
- Risk Management
- Performance Management
- Workforce Planning (people)
- Procurement
- Assets

In addition, the Self-Assessment must include actions for improvement.



## **Appendix 2 – Service Planning Template**

The document below is a simple template to support the production of service plans.

### **[Enter Service Title] – Service Plan 20[XX] to 20[XX]**

#### **1. Context**

##### **1.1 Well-being Statement**

[This is an opportunity for a Head of Service to articulate their vision for the service and how it's outcomes will support the well-being of people and communities]

##### **1.2 Areas of Responsibility**

The teams and main functions within this service area are:

- [List all teams and / or main functions]

#### **2. Implications of the Plan**

##### **2.1 Budgets, Savings and Assets**

[What are the implications of the Service Plan on service budgets, agreed savings, and assets?]

##### **2.2 Interdependencies with other service areas**

[Is there any support that is needed from other services to deliver aspects of the Service Plan – e.g. ICT, Legal, HR, Procurement? Is there consultancy or contract renewal / creation work due?]

##### **2.3 Workforce Needs**

[Consider the learning and development needs of the service; any skill gaps you need support with; or succession planning, etc.]

# Outcome 1: Conwy County Borough Council is resilient

This outcome sits within each Service Plan and seeks to support the overall resilience of the council. It covers key corporate issues such as customer standards, financial and workforce management, improvement actions and transformation work.

## 1. Indicators (Effect)

Title	Frequency	Lead Officer
[Title of indicator] – <b>Benchmarked Locally or Nationally</b> <b>Target XX; Tolerance Threshold: XX</b>	[Monthly, Quarterly, Biannual, Annual, Biennial]	[Name]

## 2. Performance Measures (Effort)

Title	Frequency	Lead Officer
[Title of performance measure] – <b>Benchmarked Locally or Nationally</b> <b>Target XX; Tolerance Threshold: XX</b>	[Monthly, Quarterly, Biannual, Annual, Biennial]	[Name]

## 3. Activities

Title	Lead Officer
[Title of activity] <b>Anticipated start and end dates: XX/XX/XX – XX/XX/XX</b>	[Name]



## Appendix 3 – Indicator / Performance Measure Template

The document below outlines some of the key information that we look for when developing new indicators and measures. Completing this is also a good test of a proposed measure's viability.

**Title:** [Please give the title for the indicator / measure]

**Description:** [Please provide a brief description of what this indicator / measure is monitoring and what the information is being used for]

**Scope and Definition:** [Please give a full definition to explain the full scope of this indicator / measure – i.e. what it covers and what it excludes]

**Source:** [Where is the data coming from? If this is a calculation indicator / measure, please state where each element is coming from. Please also highlight if the data needs to be generated within a certain time period or on specified dates from the source systems]

**Calculation:** [How is this indicator / measure calculated? Please state what is included / excluded from the calculation]

**Data Type:** [E.g. Percentage / Monetary / Number / Days, etc.]

**Aggregation Method:** [How will the information be recorded in CAMMS-Riskconnect? **Normal** (a report will show the last closing reporting period within the selected time frame); **Cumulative** (CAMMS-Riskconnect will sum-up values based on the time frames selected); **Average** (a report will display data as an average of the period of analysis)]

**Measure / Indicator Type:** **Normal** (enables target and tolerances to be set); **Trend** (no targets are set, will reflect changes over time); **Calculated** (with sub KPIs).

**Frequency:** [Weekly, monthly, quarterly, biannually, annually?]

**Benchmarking:** [Can this indicator / measure be benchmarked?]

**Validation:** [How will this indicator / measure be validated / checked for accuracy?]

**Date:** [Enter date]

**Next Review Date:** [Enter date]

# **Appendix 4 – Principles for Writing Performance Reports**

## **1. Know Your Audience and Structure Wisely**

Ensure that you tailor the level of detail in the report as appropriate to the audience's familiarity with the subject. For the public and our committees, avoid jargon and acronyms. Use plain language and structure reports to allow quick navigation to key insights. Include an executive summary that highlights key findings, then follow this with the detailed analysis. Be clear and concise about why the report is being written, what your objectives are, and include your key indicators and measures in a way that can be easily understood alongside an explanatory narrative / analysis of the data. To take things to the next level, include recommendations based on the insights made.

## **2. Focus on Outcomes, Not Just Activity and Outputs**

Effective performance reporting should go beyond activity and counts. Provide a narrative that evaluates whether intended outcomes were achieved and explain the significance of results. Use outcome focussed language, and do not provide a narrative only about what was done. Include some case-study examples where it helps to reinforce the message.

## **3. Use Clear Evaluation Criteria**

Apply a consistent framework for evaluating performance. This supports people's understanding of the analysis and allows comparison to be made more fairly. Our Performance Management Framework applies a four-tier system (Red, Orange, Yellow, Green) and emphasises the need to set meaningful targets and thresholds. Include both quantitative measures and qualitative insight (for example, user feedback and lessons learned) to support the meaningful evaluation of outcomes.

## **4. Contextualise Performance**

Explain external factors that may have influenced performance, such as policy changes, resource constraints, or public sentiment. This helps stakeholders interpret results fairly. For example, media sentiment analysis was used to assess reputational impact, with caveats about volatility due to public issues.

## **5. Integrate Broader Sources of Information**

Link performance reporting to the broader governance of the council where it's helpful to do so. For example, our Performance Self-Assessment Report draws on internal and external information from wider reporting that takes place. This supports our commitment to transparency, stakeholder engagement, and continuous improvement, which should be reflected in your reports.

## **6. Be Transparent About Information Quality**

Be honest and balanced, acknowledging gaps, challenges, and limitations. If information for certain measures or activity is incomplete, flag them clearly and explain how they will be addressed. This builds trust and supports continuous improvement.

## **7. Accessibility**

Be considerate of accessibility standards when producing your reports. If you include any charts or tables, remember to include clear alternative (alt) text and use only colours that have been checked as acceptable for those with visual impairments (contact the Performance and Improvement Team for advice if unsure).

## **8. Document Lessons Learned**

Include a section on what worked well and what didn't. This supports organisational learning and informs future planning. It is important that we are in the habit of capturing feedback and lessons learned as an organisation.

## **9. Align with Strategic Goals**

Ensure that performance measures link back to the Corporate Plan and service objectives. The Guide to Performance Management outlines how service plans and individual objectives should cascade from strategic goals.

## **10. Publication**

There's no gain in writing reports that are then buried deep within a website. Make sure that your webpages are kept up-to-date and are easily navigable, and keep previous reports if it's helpful for the audience to observe trends.