PERFORMANCE MANAGEMENT POLICY

VERSION NUMBER	V3
DATE & MINUTE REFERENCE (Council)	Date: 14/07/26 (Ref: FC2/33a)
DATE OF NEXT REVIEW	May 2028

Introduction

We recognise that managing the performance of the Town 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.

Neston 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 as well as cost effective to collect. In addition, the indicators should be SMART, i.e., **s**pecific, **m**easurable, **a**chievable, **r**ealistic and **t**ime-bound. We will strive to gradually improve our indicators and over time we will develop indicators 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 the Town Council's approach to continuous improvement.

Monitoring our Delivery Plan

The Town Council is due to refresh its Strategic Plan which runs from 2022-27, it lists many actions we need to undertake in order to achieve our strategic aims. Monitoring progress against this plan will form the core of our performance management. It is intended that the refreshed version will simplify the process going forward.

Progress will be continuously updated internally (from routine tasks such as servicing meetings to one off projects) on both the IT Network and the website by senior officers. The Chief Officer will monitor this to ensure that everything possible is being done to meet targets. Members will be able to view this at any time. The Delivery Plan has been split into relevant committee sections to ensure that the areas are more achievable. Council Committees will select their priorities and work through these each year. 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 and Administration Committee.

Financial Reporting

Updated financial reports will also be available internally on the Council's IT Network for viewing by officers and on the Website for Members. Budget holders are responsible for continually monitoring income and expenditure against the budget.

Financial reports are reviewed monthly by the Finance Manager and Chief Officer. At every bimonthly 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 set of 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 Standing Orders relating to Civil Emergencies 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. The list is to include when discretionary has been provided. 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.

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