

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

15TH DECEMBER 2016

THE COUNCIL'S PERFORMANCE MANAGEMENT ARRANGEMENTS

REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE LEADER OF THE COUNCIL, COUNCILLOR A MORGAN

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1. PURPOSE OF THE REPORT

This report sets out the Council's performance management arrangements in a formal Performance Management Framework, and how they are being implemented.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Consider the content of the Performance Management Framework;
- 2.2 Review and challenge the arrangements in place;
- 2.3 Subject to any changes, agree to the publication of the Performance Management Framework, as part of the Council's overall governance arrangements.

3 REASONS FOR RECOMMENDATIONS

- 3.1 To give assurance to Cabinet that the arrangements in place to manage organisational and individual performance across the Council are transparent, fit for purpose and will enable elected Members and staff to focus on delivering the Council's priorities as set out in the Council's Corporate Plan - *The Way Ahead*.
- 3.2 Refreshing the Council's performance management framework and in particular ensuring that all staff have an annual individual staff performance review was identified as an area for improvement in the Council's Corporate Assessment reported to Cabinet in [February 2016](#).
- 3.3 The Council should focus on what matters and make the best use of resources, putting the residents at the centre of everything we do, despite the Council's difficult financial position. This is being achieved through robust challenge, support, scrutiny and evaluation.

4. BACKGROUND

- 4.1 The Council has a positive track record in respect of its performance management arrangements. This can be evidenced by the fact that the Council has never received a statutory recommendation in any of the Annual Improvement Reports issued by the Wales Audit Office under the Local Government Measure 2009. Also, the Council successfully achieved full Performance Incentive Grant funding for every year in which the former Outcome Agreement was in place.
- 4.2 The various arrangements which contribute to this overall position have improved in recent years, and there is still work to do. However, the overarching framework document which sets out these arrangements has not kept pace with the changes.

5 CURRENT POSITION

- 5.1 In any successful public sector organisation “accountability” both political and managerial has to be robust and understood across the organisation. The three pillars of accountability are strong:
- Governance;
 - Financial Management; and
 - Performance Management.
- 5.2 Over the past ten years or so, the Council has prided itself on its strong financial management arrangements and its progressive governance arrangements that have recently been strengthened.
- 5.3 In 2015, the performance arrangements were enhanced by the introduction of the new Corporate Plan which sets out three clear priorities for the Council. This focus on performance also necessitated the introduction of a more robust Delivery Planning and new Service and Corporate Self Evaluations.
- 5.4 These performance arrangements were further supplemented by the explicit involvement of elected Members in both the evaluation and delivery planning processes. This approach in turn supported Members’ increased focus on performance, impact and outcomes in Cabinet and Scrutiny Committees.
- 5.5 The arrangements currently in place involve linking our work to the Single Integrated Plan – **Delivering Change** which sets out the wider goals for Rhondda Cynon Taf to which the Council and our Partners contribute. In 2018 this will be replaced by a Well-being Plan for Cwm Taf which will in turn shape Well-being Objectives for the Council. The Council’s performance processes and arrangements will continue to evolve and improve, not least with the implementation of the Well-being Act.
- 5.6 However, given the current arrangements are now becoming more embedded in the Council, supporting a more performance focused culture, it is timely that the Performance Framework document is refreshed and made available to elected Members, officers and our partners. This will provide clarity and assurance in respect of the arrangements in place.

5.7 The Appendix to this report sets out the current performance managements arrangements and explains to elected Members and officers how we are all held accountable for the performance of the Council. A new introduction is a consistent approach to individual officer performance management arrangements. These are currently being rolled out to all staff GR15 and above and consist of an individual performance review. To date these reviews have been well received by the participants and these arrangements will be rolled out across the Council over the next year.

6. EQUALITY AND DIVERSITY IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 No specific consultation required at this time.

8. FINANCIAL IMPLICATION(S)

8.1 None

9 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

9.1 Local Government Measure 2009 - Wales Programme for Improvement

9.2 Well-being of Future Generations Act 2015

10 LINKS TO THE COUNCILS CORPORATE PLAN/OTHER CORPORATE PRIORITIES/SIP/FUTURE GENERATIONS – SUSTAINABLE DEVELOPMENT.

10.1 By putting in place the Performance Management Framework, the Council will be able to demonstrate how its services are contributing to its Corporate Plan Goals as well as the national goals as set out in the Well-being of Future Generations Act 2015.

11 CONCLUSION

11.1 The Council has made positive progress in the delivery of its performance management arrangements which are now set out formally in the Performance Management Framework in the appendix to this report.

Improving Rhondda Cynon Taf

The Council's Performance Management Framework

Rhondda Cynon Taf is going through a period of unprecedented and ongoing changes. To meet both the current and inevitable future changes, our processes and arrangements must ensure that the capacity within the Council is focused on delivering the right priorities, has robust challenge, support and scrutiny of our progress together with a clear evaluation of the impact of what we deliver.

To support this focus, the Council has refreshed its Performance Management arrangements and has set them out within this Performance Management Framework. Once agreed, this framework will help us to more firmly put the Residents of Rhondda Cynon Taf at the centre of everything we do. It will give us the answers to three simple yet core questions.

How are services performing?

How do we know?

What are we going to do to improve them?

What is the purpose of the Performance Management Framework

The purpose of Rhondda Cynon Taf's new Performance Management Framework is to set a clear direction with priorities for the Council that put residents at the centre of what we do. We will do this by putting in place consistent and robust performance arrangements across the Council that will deliver support, drive and communicate service performance, improvement and change.

These arrangements will include timely and proportionate performance monitoring of the new Corporate Plan priorities, Service Delivery Plans and relevant Performance Measures which will address the answers to the three core questions.

Managing Performance and Improvement in Rhondda Cynon Taf

Performance management and improvement is about setting a clear direction and focus on the high level ambitions and priorities for the Council which all staff and Managers can see, understand and work toward. In Rhondda Cynon Taf this focus has been set in the new Corporate Plan for 2016-20, [*'The Way Ahead'*](#). The Council's performance arrangements help accountable managers to challenge what they do, demonstrate how they align their service priorities, and resource their Delivery Plans to meet and achieve the priorities and measures of success set out in the Corporate Plan. The arrangements also provide a framework to monitor progress so that as a Council, we can demonstrate where we are doing well and where we need to do better. By evaluating our progress and results we can show how our work impacts on the lives of people that live, work and visit Rhondda Cynon Taf.

At an individual level, staff need to be clear about what they are expected to deliver, what they are accountable for and what training, support and development opportunities they may need to help them to continually improve services and to develop further.

This Performance Management Framework will not, in itself, manage or improve performance. However, the steps outlined in the framework will help to create, develop and maintain a strong performance culture and put the residents of Rhondda Cynon Taf at the heart of our business.

This strong Performance culture will also be supported by

Reinforcing accountability through Challenge and Support by Cabinet and the Senior Leadership Team	Supporting and Challenging Managers so that they are clear about what they need to deliver and for what they are accountable.
Strong and effective Scrutiny	Improving the evidence base for decisions on the allocation of resources as well as ensuring that decisions are transparent, enabling the voice of residents to be heard and driving improvement.
Being honest and self aware	Being clear about the strengths and areas for improvement of our services, as a whole Council and within partnerships and collaborations.
Focusing on Delivery and Improvement	Breaking down service silos, and eliminating overlap and duplication to focus on delivering what matters most, prevent problems from occurring and work with others to find the best solutions and provide the best possible services.
Managing, as well as Measuring Performance	Using relevant, timely and accurate data to inform our decision making and evidence our work and progress. By measuring what matters, comparing with others and turning data into information that is easy to access, understand, support and challenge, scrutiny will also be more effective.
Setting aspirational targets	Setting targets to reflect the Council's vision of a Council that has high aspirations.
Making best and sustainable use of resources	Continually challenging the status quo, reducing bureaucracy, supporting change, innovation and collaboration as resources continue to reduce.
Empowering and supporting staff to do the right thing	Making sure that all our staff are well informed, managed, trained and supported in their roles so that they can contribute fully to the Council's Vision and purpose.
Involving our Residents	Working and talking with the residents of the County Borough so that they are more involved in what happens in their community and the decisions that affect them.

Integral to the Council's Performance arrangements are the **Medium Term Financial Plan** and the Risk Management Strategy

Medium Term Financial Plan

[The Council's Medium Term Financial Plan](#) (MTFP) was agreed by Cabinet in September 2016.

Medium Term Financial and Service planning is an essential component of the effective financial management of the Council. It is the cornerstone of good governance and an enabler of service delivery and service improvement within the constraints of available resources. The MTFP sets out the financial context within which the Council operates and projects the financial challenge facing the Council over the following three years. It also aligns financial resources to Corporate Priorities and will enable tracking of resources in this way over future years.

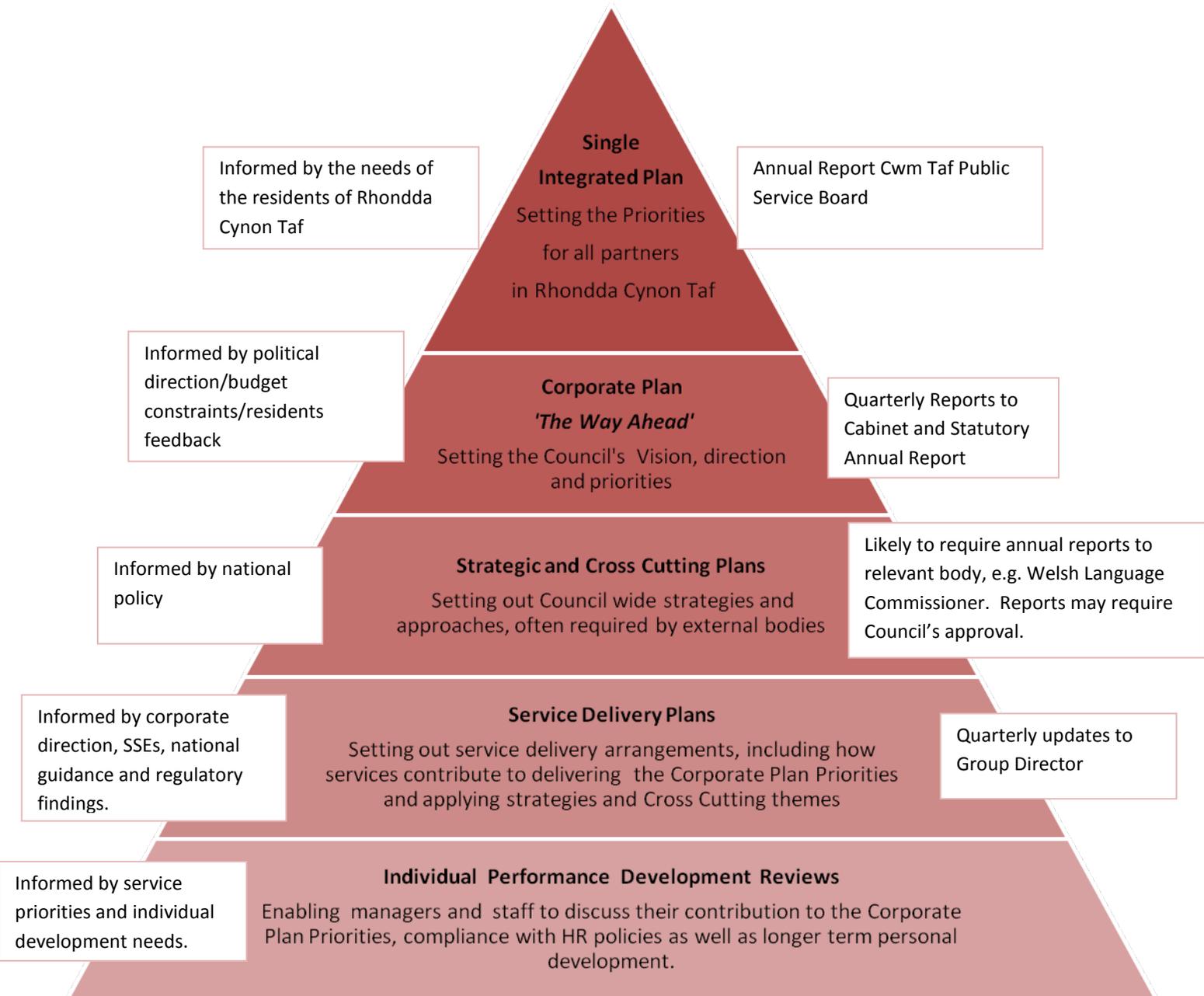
Risk Management

At a strategic level, the purpose of risk management is to identify and manage the risks the Council faces when delivering its Corporate Plan priorities. At an operational level, risk management is about identifying and managing risks associated with service delivery and is undertaken via the Council's Delivery Planning and monitoring arrangements.

The [Council's Risk Management Strategy](#) is designed to ensure that sound risk management practices are in place.

Understanding the risks the Council faces and managing them appropriately aids effective decision-making and contributes to achieving Corporate Plan priorities. Risk management is not about eliminating risk and should not be confused with being risk averse; the Council's risk management arrangements aim to encourage innovation within a clear framework.

Performance planning arrangements in place in Rhondda Cynon Taf look like this



Making it real

The Single Integrated Plan – ‘Delivering Change’

The Council’s priorities are informed by analysing and understanding high level information about the needs and priorities of Rhondda Cynon Taf and its communities. This information is translated into long term **outcomes** and is currently set out in the Single Integrated Plan, [‘Delivering Change’](#).

The Council supports the delivery of the Single Integrated Plan by working with Partners to deliver joint outcomes, share resources and aligning the Council’s own work to meet these long term outcomes.

These community planning arrangements have been changed by the Well-being of Future Generations (Wales) Act 2015 (WFG). This Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act 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.

The Act puts in place seven well-being goals to which all Public Bodies will need to contribute. In 2018, the Single Integrated Plan will be replaced by a Well-Being Plan for Rhondda Cynon Taf which will be agreed and published by the newly formed Cwm Taf Public Service Board.

The Act also places individual duties on public bodies. What this means for Rhondda Cynon Taf is that we need to continue to work to improve the economic, social environmental and cultural well-being of Wales and set and publish well-being objectives. The way the Council will meet these individual duties is to ensure the requirements of the WFG Act are fully embedded into its processes to avoid any additional burden to the leadership, management and governance of the Council. This includes our Corporate Plan.

Appendix 1 sets out the detailed content of the plan hierarchy currently in place

Corporate Plan for Rhondda Cynon Taf 2016-2020 – ‘The Way Ahead’

The Council’s **Vision** for Rhondda Cynon Taf as set out in ‘The Way Ahead’ is ***‘For a County Borough that has high aspirations, is confident and promotes opportunity for all’***.

Making this **Vision** real, the Council has set out its purpose and priorities for the next four years in its new **Corporate Plan**. These priorities have been cascaded into the Council's lower level Service Delivery plans.

The reason the Council exists is: ***“to provide strong community leadership and effective services for the people of Rhondda Cynon Taf to enable them to fulfil their potential and prosper”*** and everything we do is directed by this purpose.

Having set the context for what we do, the Corporate Plan goes on to set out a clear direction for the Council in its three priorities.

1. **Economy** - Building a strong economy
2. **People** - Promoting independence and positive lives for everyone
3. **Place** - Creating neighbourhoods where people are proud to live and work

The Council will deliver these priorities by applying four principles

- *Provide the essential services well*
- *Help people and communities to help themselves*
- *Build a sustainable County Borough*
- *Live within our means*

The work to deliver services efficiently to achieve value for money for the tax payer underpins everything the Council does. What this means is, the Council will:

1. **Provide more efficient local services** - by joining with other public sector organisations where we can i.e. Welsh Government, University Health Board, Police and Third sector, to target the areas of greatest need
2. **Make it easier and quicker for residents to contact and do business with the majority of Council services.**
3. **Provide the residents of Rhondda Cynon Taf with the assurance that the Council is doing everything it can to keep Council Tax increases among the lowest in Wales.** Reducing our office space for work that is not directly affecting residents and investing in IT so staff are able to work in places nearer to residents

Strategic and Cross Cutting Plans

These are the consistent approaches that apply to all services. There are some strategies that will be specific to services e.g. in Education or Social Services. There are others that apply to all services e.g. HR strategies, Welsh Language and Equalities. A list of the key strategies is included as an **Appendix 4** for reference, although the list is not exhaustive.

Service Delivery Plans

With the strategic direction and priorities for the Council set out in the Corporate Plan, the strategic plans and cross cutting plans in place, the next level plan in place across all services is the Service Delivery Plan. These Service Delivery Plans emerge from the findings from and challenges to the Service Self Evaluations and the Corporate Self Assessment.

The Delivery Plans are subject to initial challenge and subsequent quarterly monitoring by Group Directors. This quarterly monitoring may also identify individual support/development needs to be addressed in advance of the annual individual performance reviews in place. Some of the actions, measures and targets contained within the Delivery Plans will form part of the plans to deliver one of the Council's three priorities:

- **Economy**
- **People**
- **Place**

Where this is the case, these actions, measures and targets will be subject to more rigorous scrutiny and audit as part of the Council's quarterly performance reports to demonstrate progress within the Local Government Measure 2009 – Wales Programme for Improvement. They will also be subject to a more in depth evaluation at the end of the year and progress will form part of the Council's Corporate Performance Report (CPR).

All the [Council's Service Delivery Plans](#) are available to view together with the and the quarterly updates of the [Council's Corporate Performance Report](#).

You will also find [reports from our independent regulators](#), the Wales Audit Office, the Care and Social Services Inspectorate Wales (CSSIW) and Her Majesty's Inspectorate for Education and Training in Wales (ESTYN)

Individual Performance Development Reviews

In order for the Council to maximise the skills and knowledge of all staff and managers, they need to be clear what is expected of them, what they are accountable for and how they will be supported. They also need to know how they can access the training and development opportunities that will help them to continually improve. The Council's mechanism to help to meet these needs is the Individual Performance Review process.

The Individual Performance Review sets out a framework for a formal annual discussion between managers and their staff. These discussions will be one of a number of frequent discussions that are an intrinsic part of Delivery and Team Plan monitoring every quarter. These annual discussions will enable managers and staff to focus, review and discuss progress made against the Delivery Plan priorities and other relevant projects for which they are accountable. In this way, the Individual Performance Review is one of the steps that will strengthen the performance management culture within the Council.

The Council is piloting a new approach to Individual Performance Reviews, aimed at GR 15 and above in the first instance. This approach is focussed on three areas, each of which is directly relevant to the current and future success of the Council.

1.	Delivery Plan Performance	Aligning individual performance to the Service Delivery Plan
2.	People Management and findings from Staff Engagement	Establishing compliance with HR policies and considering the findings from Staff Consultation
3.	Personal Reflection	The training and development needs arising from areas 1 and 2 above.

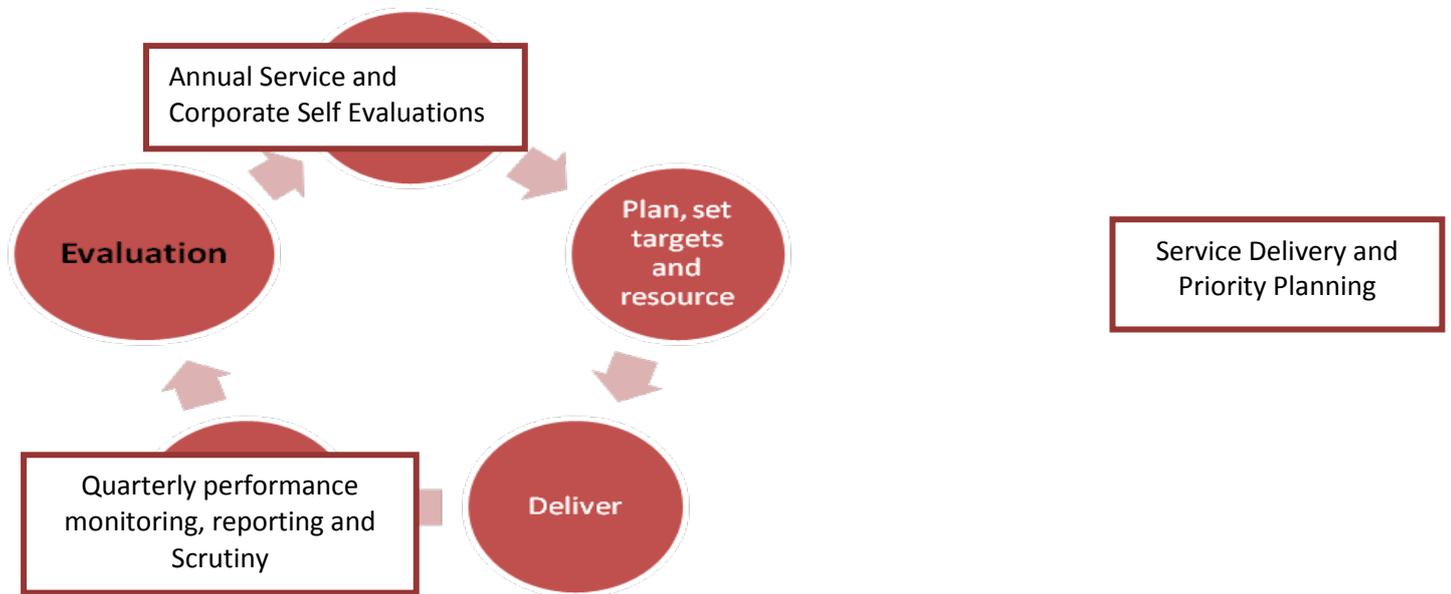
Discussions in these areas will lead to a set of actions that set out how staff will contribute to delivering the Council's priorities and will include any personal targets to be achieved and/or training/development needs to be met. They will focus on the three key questions that are consistent throughout the Council's performance support and challenge arrangements i.e.

- How well am I doing?
- How do I know?
- How can I improve further?

Following the completion and evaluation of the pilot, arrangements for the Individual Performance Reviews will be rolled out across the Council. However, in the meantime managers should continue to undertake annual performance reviews as required by the Annual Formal Performance Review as set out in 'Managing People and their Performance' [link](#)

Appendix 2 provides information that will help staff to understand and be clear about their responsibilities within the Performance framework.

This all fits together in our Performance Planning Cycle. Performance Planning at all levels, helps Managers and staff to be clear about what needs to be delivered in order to meet the needs of the residents of Rhondda Cynon Taf. The steps that will ensure this happens are set out below. **Appendix 3** sets out in more detail the timing for these steps.



There are a number of Council plans, strategies and policies in place that will help to inform the performance arrangements, the key documents can be found at **Appendix 4**.

SETTING OUR PRIORITIES

Appendix 1

Well-being of Future Generations Act	
<p style="text-align: center;">7 National Well-being Goals</p> <ol style="list-style-type: none"> 1. A prosperous Wales 2. A resilient Wales 3. A healthier Wales 4. A more equal Wales 5. A Wales of Cohesive Communities 6. A Wales of vibrant culture and thriving Welsh language 7. A globally responsible Wales 	<p style="text-align: center;">5 Ways of Working</p> <ol style="list-style-type: none"> 1. Consider the long-term effect of what we do, so that we balance what RCT needs now with what it is likely to need in future 2. Work with others where we can to help us meet our objectives 3. Organise our services so that they prevent problems from getting worse or happening at all 4. Involve people in the way we plan, deliver and check our services are making a difference, recognising that the people delivering and receiving services often know best 5. Consider how what we do effects other organisations and groups working in the communities we serve.
<p>Well - being Assessment currently being undertaken leading to the launch of a Well Being plan in 2018 by the Public Service Board (PSB)</p>	
<p>Early work on the Well being Assessment will inform the Council's Well-being Objectives in 2017</p>	

Single Integrated Plan – ‘Delivering Change’ Local Reporting			
3 THEMES	Safety	Health	Prosperity
15 OUTCOMES	<ul style="list-style-type: none"> • Antisocial Behaviour • Substance Misuse • Domestic Abuse • Offender Management • Safeguarding 	<ul style="list-style-type: none"> • Emotional Wellbeing and Mental Health • Smoking • Obesity • Sexual Health • Vulnerable Children and Families • Vulnerable Adults 	<ul style="list-style-type: none"> • Education and Employability • Supporting people in financial need • Homes and Communities • Economy

The Council's Corporate Plan - <i>The Way Ahead</i> setting the Council's Corporate Priorities <i>Local and Statutory Reporting</i>			
3 Priorities	Economy <i>Building a Strong Economy</i>	People <i>Promoting Independence and positive lives for everyone</i>	Place <i>Creating Neighbourhoods where people are proud to live</i>
Meeting the challenges and opportunities	<ol style="list-style-type: none"> 1. Put Rhondda Cynon Taf schools amongst the best in Wales, with the best teaching, so that children can achieve the best they can. 2. Make sure there are skills and job programmes in place for people of all ages and abilities, by using European Social Fund monies where we can. 3. Continue to help the regeneration of Rhondda Cynon Taf with new homes being built, improved transport networks and business investment all leading to new jobs. 	<ol style="list-style-type: none"> 1. Help more people to live in their own homes for longer by providing or organising the care they need and also encouraging everyone to join in sport and leisure activities. 2. Make sure that children and young people get a great start in life by helping families and keeping children and young people safe. 	<ol style="list-style-type: none"> 1. Help communities by strengthening and improving how we work with them so that they can make the best use of their strengths. 2. Keep Rhondda Cynon Taf clean and attractive with well maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill. 3. Have parks and green spaces that continue to be valued and seen as places to maintain health and fitness by the residents of Rhondda Cynon Taf. 4. Help Rhondda Cynon Taf to be one of the safest places in Wales where differences are accepted, crime rates fall and people feel safe.

ROLES AND RESPONSIBILITIES

Appendix 2

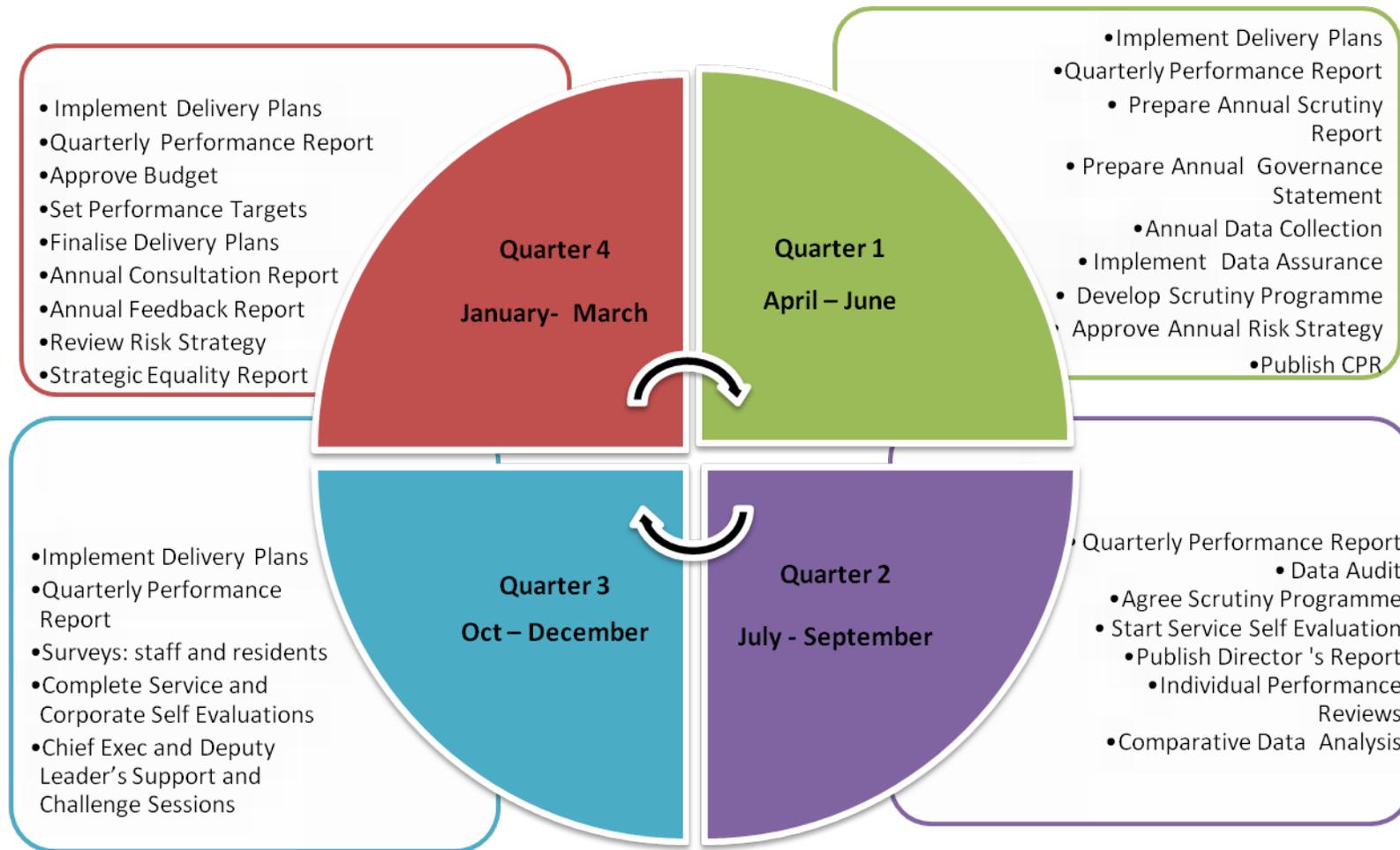
Everyone in Rhondda Cynon Taf has a part to play in managing and improving performance, this includes elected Members, managers and staff. There are also regulatory arrangements in place to check progress and compliance. In Rhondda Cynon Taf, the responsibility for the aspects of performance looks like this. You can find more detail in relation to roles and responsibilities in the [Council's constitution](#)

	Executive/Direction	Delivery/Assurance/Scrutiny	Compliance/Audit/Regulation
Elected Members	<p>Full Council Approves the Corporate Plan and budget Sets the direction for the Council's work and Priorities</p> <p>Cabinet Provides leadership in the Council Proposes the budget and policy framework Approves the Council's priorities Ensures effective implementation of the Council's strategies and policies Monitors and challenges progress in Quarterly Performance Reports</p> <p>Individual Cabinet Members deliver and are held accountable for performance within the Portfolio for which they are responsible.</p>	<p>Scrutiny Committees Scrutinise Cabinet decisions and hold Cabinet to account also holds SLT to account for Executive decisions taken.</p> <p>Set and undertakes Scrutiny work programme of performance</p>	<p>Audit Committee Scrutinises the Council's performance in relation to risk management Challenges the actions of the Senior Management Team and Cabinet in managing risk Agrees and monitors the Audit work programme and forms an opinion on the standard of internal control across the Council</p> <p>External Regulators Make sure that the Council is providing value for money and is meeting legislative requirements and standards.</p>
Managers	<p>Senior Leadership Team Strategic responsibility for delivering the Council's priorities as set out in the Corporate Plan and other Corporate strategies. Delivers the MTFP, including coordinating the delivery of efficiency savings.</p>	<p>Service Managers Deliver Service Delivery Plans Support staff to deliver their objectives and manage staff performance Maintain service budget and implement efficiencies.</p>	<p>Internal Audit Service Delivers the Audit work programme in order give assurance of compliance with relevant policies.</p>

	Executive/Direction	Delivery/Assurance/Scrutiny	Compliance/Audit/Regulation
	<p>Undertakes officer sign off of relevant Service Self Evaluation and Service Delivery Plans. Monitors and challenges underperformance. Puts in place arrangements to review staff performance and development</p> <p>Heads of Service Deliver service plans and manage/monitor operational performance. Contribute to the Council's corporate priorities and objectives. Monitor service budgets and implement efficiencies.</p>		
Staff	<p>All Staff Understand how work contributes to Council's priorities Deliver individual objectives Responsible for personal development and performance</p>	<p>Data and Action Owners Provide action updates as set out in relevant Plans Provide data as required by Managers in accordance with the Data Assurance protocols Raise specific issues regarding performance with data owners/managers</p>	<p>All staff involved in data collection and production are responsible for data quality. Provide information to internal and external auditors as and when required</p>
<p>Performance Management Team Develops, implements and co ordinates the Corporate Performance Management Framework, the associated processes and arrangements. Co ordinates statutory and non statutory performance reporting under the (include the statutory framework following national resolution, eg LG measure of WFG)</p> <p>Service specific reporting is in place in Community and Children's Services, Corporate and Front line Services and Education</p>			

Overview of Annual Performance Cycle

Appendix 3



Our latest key documents/strategies and other information, and where to find them

Single Integrated Plan 'Delivering Change'	http://www.rctcbc.gov.uk/EN/GetInvolved/Consultations/Singleintegratedplan.aspx
The Council's Corporate Plan 'The Way Ahead'	http://www.rctcbc.gov.uk/EN/Council/PerformanceBudgetsandSpending/Councilperformance/RelatedDocuments/CorporatePlan201620/CorporatePlan201620.pdf
Corporate Performance Report 2016	http://www.rctcbc.gov.uk/EN/Council/PerformanceBudgetsandSpending/Councilperformance/RelatedDocuments/CPR151617/CPR201617Doc/CorporatePerformanceReport201617.pdf
*Corporate Self Assessment	http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2016/01/21/Reports/Agendaltem2CouncilsCorporateSelfEvaluation.pdf
*Service Self Evaluations	2016 SSEs to be published on Intranet by 30 November
*Service Delivery Plans	http://inform/en/supportservices/performancemanagement/servicedeliveryplans/servicedeliveryplans.aspx
Local Development Plan	http://www.rctcbc.gov.uk/EN/Resident/PlanningandBuildingControl/LocalDevelopmentPlans/LocalDevelopmentPlan20062021.aspx
*Welsh Language Requirements	http://inform/en/supportservices/translationandwelshservices/translation.aspx
*Strategic Equality Plan	http://inform/en/supportservices/humanresources/policies/strategiequalityplan.pdf
*Annual Governance Statement	http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/AuditCommittee/2016/05/03/Reports/Item5AnnualGovernanceStatement2015.16.pdf
*Annual Scrutiny Report	http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Council/2016/05/25/Reports/Agendaltem17ScrutinyAnnualReport201516.pdf
Medium Term Financial Plan	http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2016/09/22/Reports/Agendaltem13MediumTermFinancialPlan.pdf
Auditors' reports	http://www.rctcbc.gov.uk/EN/Council/PerformanceBudgetsandSpending/Councilperformance/Councilperformance.aspx
Other Organisational Intelligence e.g. Residents' Feedback Social Media engagement Customer Complaints	In progress
Well-being Future Generations	http://thewaleswewant.co.uk/about/well-being-future-generations-wales-act-2015

*Dates to be included when draft nearing final and it is clear which is most timely in final version

Performance Management 'tool kits' and information can all be found on the [Intranet](#), these include

- Service Self Evaluation Framework
- Completed Service Self Evaluations
- Service Delivery Plan Framework
- Service Delivery Plans
- Defining PIs - Local Indicator Definition Templates
- Target setting template and Guidance
- Data Assurance documentation
- Regulators' reports