

**REPORT TO THE PERFORMANCE SCRUTINY PANEL  
MEETING ON 27 JANUARY 2022**

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**Status:** For comment  
**Title:** Performance Management Framework  
**Originator:** L. Elliott, Deputy Chief Executive  
**Where from:** Scrutiny Work-plan  
**Where to next:** Cabinet, 7 February 2022

Objective: to receive and comment on the Council's Performance Management Framework for use in the 2022/23 and 2023/24 years.

1. Outcome sought from Panel

1.1 To recommend to the Cabinet the Council's Performance Management Framework for use in the 2022/23 and 2023/24 years.

2. Background

2.1 The Performance Management Framework is subject to review on a two-year cycle to ensure that it remains appropriate to Council needs and requirements.

2.2 The Performance Management Framework was last approved by Cabinet on 7 February 2020.

2.3 The framework sets out the overall high-level approach that Harborough District Council will take to managing its performance. The aim of the framework is to provide a basis for consistency in the way that performance is managed and joined-up across the Council – a 'one council' approach, which will encourage Members, Officers and Partners to work together to deliver activities.

2.4 A coherent and consistently-applied Performance Management Framework encourages greater efficiency and focus on the most critical areas of service delivery at a time when financial pressures on the public sector are challenging.

2.5 The framework demonstrates the 'golden thread', which flows through the organisation to link the Council's business planning activity, from the high-level vision and priorities in the Corporate Plan, to the Critical Outcomes and Key Activities in the Corporate Delivery Plan, Team Plans, and individual employee appraisal objectives.

- 2.6 The framework is based on a constant 'plan→ do→ review→ revise' cycle of setting priorities and plans, implementing actions to deliver on these, monitoring and reporting on performance and refreshing and revising plans to continuously improve service delivery.
- 2.7 Performance information against the Corporate Delivery Plan will be entered by Officers into the Council's Performance Management Database and reported on to key stakeholders through regular performance reports.
- 2.8 It is important to note that some data from external sources, over which the Council has no control, may not be available within this timescale. Where this is the case, data will be included in the report for the latest available period.
- 2.9 Members are reminded that the most up-to-date performance information is available to view on the Council's Performance Management Database.
- 2.10 The governance and reporting mechanisms outlined in the framework will ensure that accountability for performance is maintained and will enable both key achievements and under-performance to be recognised and responded to appropriately.

### 3. Amendments to the Performance Management Framework

- 3.1 The Vision and Priorities section of the document has been updated to include the most recent wording.
- 3.2 References to the Corporate Plan and Corporate Delivery Plan have been amended. Reason: in previous years the Corporate Plan and Corporate Delivery Plan were two separate documents. For the 2022/23 year, and beyond, the documents have been combined into one document known as the 'Corporate Plan'.

### 4 Equality Impact Assessment Implications/Outcomes

- 4.1 None directly arising from this report.

### 5 Impact on Communities

- 5.1 None directly arising from this report.

### 6 Legal Issues

- 6.1 The Performance Management Framework feeds into the Council's budget-setting process through business planning (the 'plan' stage of the performance cycle). The budget is set in accordance with the Council's Constitution and the expenditure proposed is within the statutory powers of the Council.

### 7 Resource Issues

7.1 The Performance Management Framework provides a process for the flow of good quality performance information. This will enable informed and transparent decision-making and will help to ensure that services are delivered effectively and provide value for money.

## 8 Community Safety Implications

8.1 None directly arising from this report.

## 9 Risk Management Implications

9.1 The Performance Management Framework is intrinsically linked to the Council's Risk and Opportunity Management Framework.

9.2 Risks are identified in the Council's Team Plans as part of the 'plan' stage of the performance cycle and monitored alongside performance in the Council's Performance Management Database.

## 10 Consultation

10.1 Consultation was undertaken with Officers and Members to produce the original framework.

10.2 At its Meeting on 7 February 2022 the Cabinet will consider the proposals set out in these papers.

## 11 Background Papers

11.1 The Performance Management Framework is intrinsically linked to a number of Council strategies including: business planning documents, the Risk and Opportunity Management Framework, the Medium-term Financial Strategy, the Council's Operating Model, the Communications Strategy, the Customer Services Strategy and the Workforce Strategy.

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**Previous report(s):** not applicable.

**Information Issued Under Sensitive Issue Procedure:** No.

### **Appendix A:**

Performance Management Framework