

Appendix A



Harborough District Council **Performance Management Framework**

1. CONTEXT

Introduction

Performance management is essential to support Harborough District Council to realise our Vision and deliver our Priorities.

Our Vision

‘Working with communities in a vibrant, safe and prosperous district’.

Our Priorities

The Council’s priorities are to:

- Work with communities to develop places in which to live and be happy.
- Provide public services which are effective and deliver value for money.
- Encourage a vibrant and sustainable business community intent on prosperity, employment and learning opportunities.
- Support the vulnerable in the communities where they live.

Defining Performance Management

Performance management can be defined as:

“an integrated approach that helps organisations to define and execute their strategy and to measure and monitor performance in order to help decision makers improve the organisation’s performance”. *The Performance Pulse, CIPFA 2011*

Harborough District Council's Approach to Performance Management

The Performance Management Framework (PMF) sets out the overall high-level approach Harborough District Council will take to performance management. It will help staff and Members to:

- *Be clear about what we are trying to achieve*
- *Set out exactly what we are going to achieve*
- *Monitor whether or not we are achieving it*
- *Continually challenge and seek to improve service delivery*
- *Be accountable to the communities we serve*
- *Report on how well we are doing to both internal and external audiences*
- *Be consistent in the way performance is managed*

The PMF provides the framework for consistency in the way performance is managed and joined-up right across every service in the Council – a 'one council' approach. A coherent and consistently-applied PMF promotes efficiency and focus on the critical areas of service delivery at a time when financial pressures on the Council are as challenging as they have ever been.

Councillors have a key role to play in order to support the PMF through scrutiny of performance and effective challenge to service delivery and policy. In turn, the PMF supports Councillors to ensure they are provided with the right information that allows them to make informed decisions on service delivery and policies.

The Council is no longer subjected to statutory external assessment of its overall performance. Local authorities now have greater responsibility for their own regulation and improvement and it is therefore imperative that the Council has a transparent system of self regulation and accountability, which involves our community in more of our decision making and service provision choices.

Related Frameworks, Strategies and Policies

The PMF is intrinsically linked to a number of other frameworks, strategies and policies that apply across Harborough District Council, including:

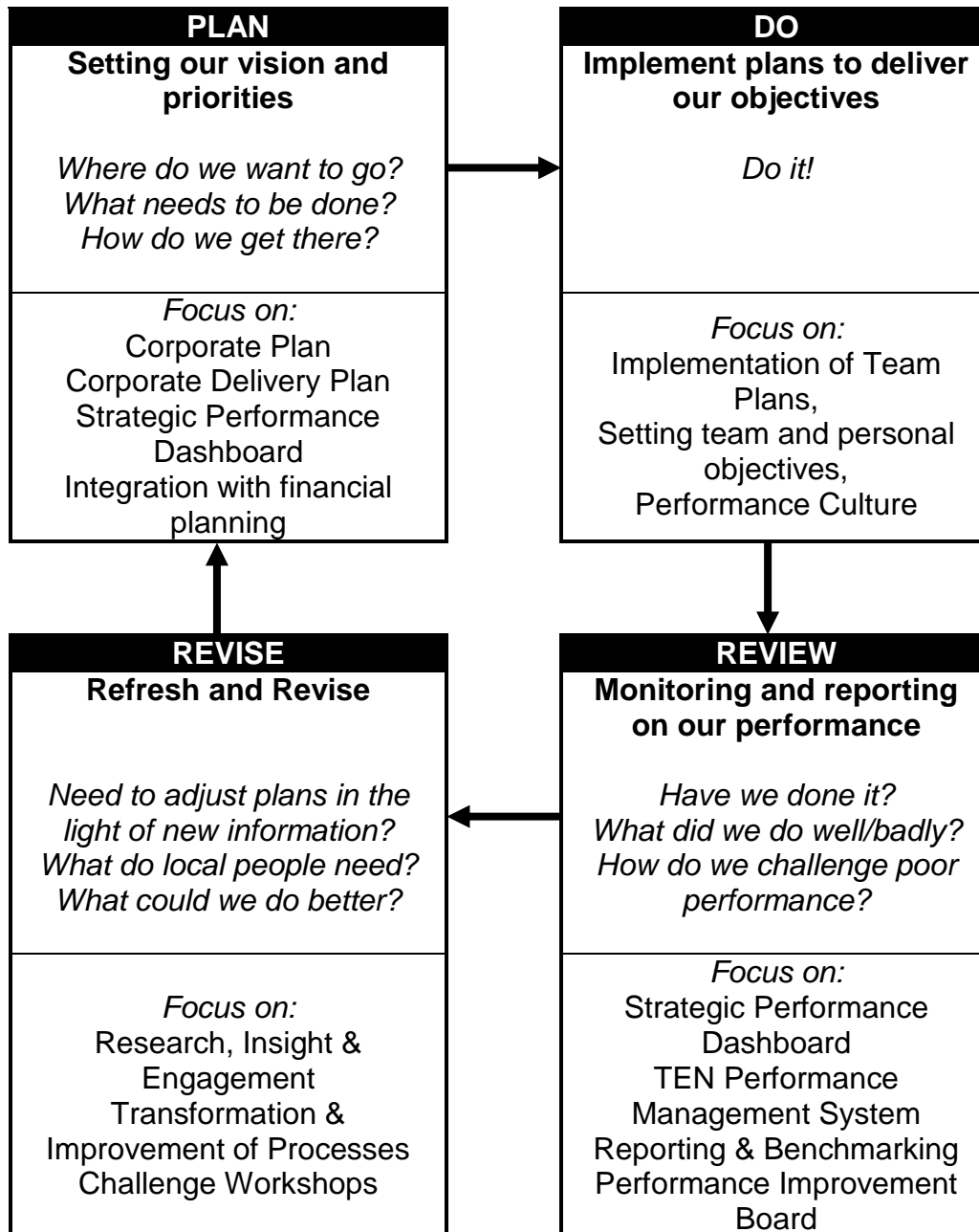
- *Corporate Plan*
- *Corporate Delivery Plan*
- *Team Plans*
- *Competency Framework*
- *Risk and Opportunity Management Framework*
- *Data Quality Strategy*
- *Medium Term Financial Strategy*
- *HDC Operating Model*
- *Communications Strategy*
- *Customer Services Strategy*
- *Workforce Strategy*

2. OUR APPROACH TO PERFORMANCE MANAGEMENT

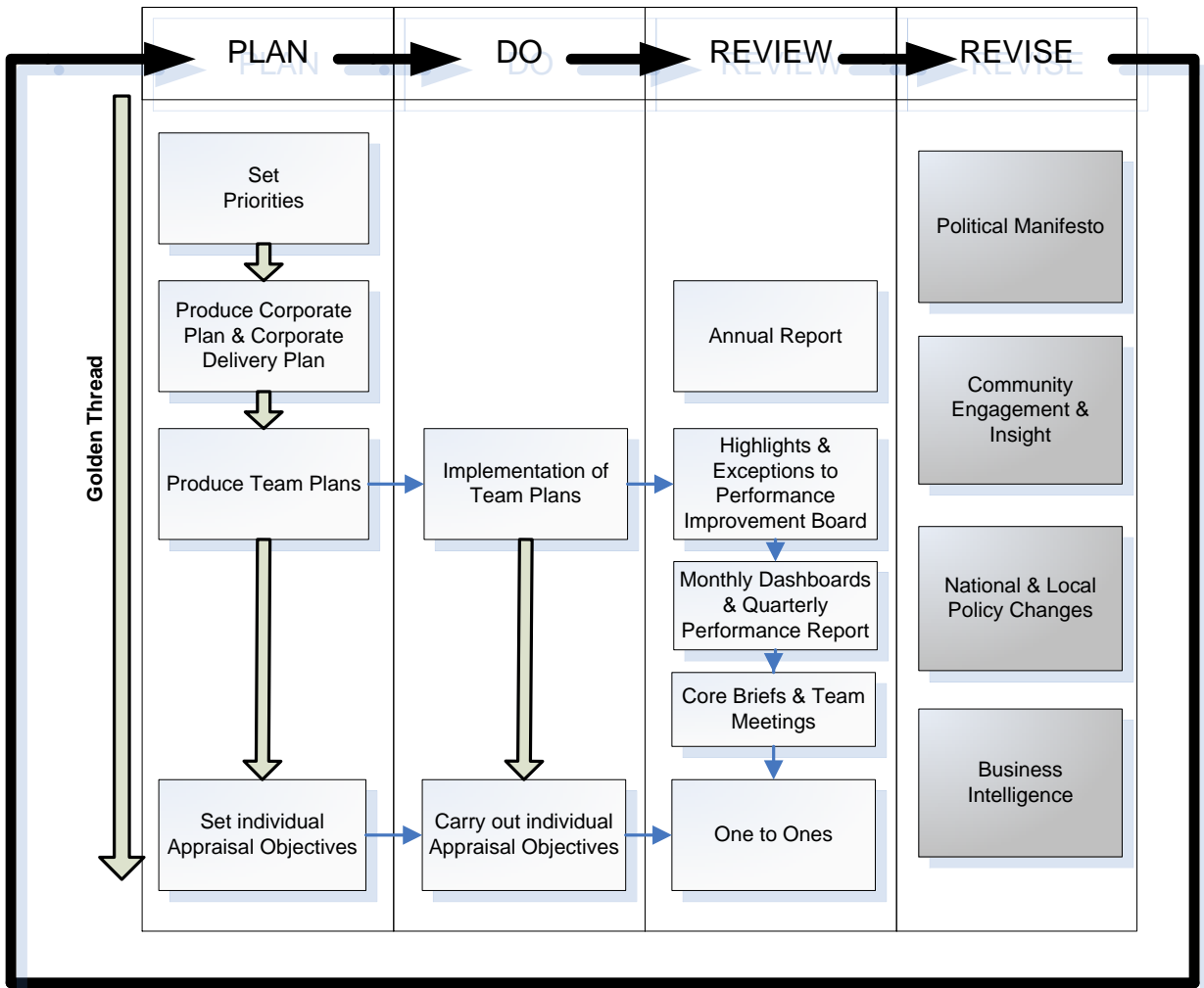
The Performance Management Cycle

Performance management at Harborough District Council is based around a continuous and cyclical process made up of four stages: **PLAN → DO → REVIEW → REVISE**.

The figure below illustrates the four stages of the PMF and how they relate to each other:



The following diagram shows how the 'Plan-Do-Review-Revise Model' fits together at the Council. It also shows the 'golden thread' which links the Council's Corporate Delivery Plan directly to individual employee objectives set during Appraisals.



STAGE 1: PLAN – *Setting our vision and priorities*

Our Priorities

The vision for Harborough District Council is set out in our Corporate Plan and is influenced by the ruling political group's manifesto, changes to national and local policy, business intelligence and customer engagement and insight.

Our Corporate Plan

Our Corporate Plan is outward facing. This document:

- outlines the key priorities for the council and how we intend to achieve them.
- takes account of government policy directives.
- determines the shape of our Corporate Delivery Plan and Team Plans.
- provides a framework against which each member of staff's performance can be appraised.

The Corporate Plan is supported by the Medium Term Financial Strategy. This sets out how the Council will manage its overall budget to deliver its objectives and deal with any funding constraints.

Our Corporate Delivery Plan

Our Corporate Delivery Plan is our internal working document. It is a high-level document that reflects the main areas of work outlined in the Corporate Plan and identifies our Critical Outcomes and the Key Activities to deliver them.

A series of headline performance measures will be developed to monitor the achievement of our Critical Outcomes, and ultimately our priorities. A number of these are measured through the Corporate Performance Dashboard which is produced on a monthly basis and appended to Quarterly Performance Reports.

High-level risks are also captured in the Corporate Delivery Plan.

Delivery of the Corporate Delivery Plan is monitored throughout the year through the TEN Performance Management System and through regular meetings with portfolio holders. Performance Reports are produced on a quarterly basis for submission to the Executive. The Scrutiny Commission receives performance reports at the half-year and end-of-year position.

The Corporate Delivery Plan is refreshed annually to ensure it remains appropriate to delivering our priorities.

Team Plans

Team Plans are operational, working documents. These contain details of the activities that each team will be undertaking to support the Corporate Delivery Plan, including milestones, outcomes and benefits. They also detail the operational activities that each team will be delivering.

Actions from Team Plans are monitored through the TEN Performance Management system and through regular one-to-one meetings.

Individual Objectives

Each member of staff agrees a set of personal objectives to achieve at their annual Performance Appraisal. These demonstrate how each employee contributes both to their team and the organisation as a whole, and therefore how each individual has a role in achieving our priorities. Performance Appraisals are reviewed at the half-year position.

STAGE 2: DO – *Implement plans to deliver our objectives*

Each team delivers Key Activities and operational actions as set out in their Team Plans. These plans are live documents and are continually kept under review to take account of any ongoing issues such as political changes at central or local level, changes to policy, and community engagement and insight.

Performance Culture

Developing a strong council-wide performance management culture is pivotal to Harborough District Council's commitment to deliver good quality, efficient services.

In order for an effective performance management culture to flow through the organisation, there should be strong leadership and commitment at the highest level from Members, the Corporate Management Team and the Senior Management Team which should set a clear example for others to follow.

Everyone at the Council has responsibility for effective performance management and this is recognised in the Harborough District Council Competency Framework, specifically through the key competency of 'improving performance and teams', against which each employee is assessed.

The Competency Framework outlines what is expected from each tier in the organisation in terms of performance management and the skills and behaviours needed to achieve these levels, including recognising achievements and performance against planned objectives, providing quality feedback, striving towards service improvement and embedding a performance culture.

Training

Training and retaining a highly-skilled and motivated workforce will enable the Council to deliver high quality, responsive, efficient and valued services.

Individual training and development needs are identified primarily through Performance Appraisals. Internal audit and service reviews may also identify training gaps for staff and Members.

Training is delivered through a variety of methods including presentations, workshops and the online Learning Pool.

STAGE 3 : REVIEW – *Monitoring and reporting on our performance*

The TEN Performance Management System

In order to ensure performance is managed consistently and effectively across the authority, the Council has developed a performance management system on TEN which allows each team to collect, report, analyse and manage performance information efficiently.

This information is used to collate and report performance on a monthly and quarterly basis.

Both Members and officers are encouraged to make use of TEN as a dynamic performance tool.

Performance Review & Challenge

It is not enough to simply monitor and report performance – performance information must be reviewed and challenged to drive improvement, realise efficiencies and deliver effective services.

There are processes in place at all levels of the organisation to ensure that effective review and challenge is undertaken.

Level	Details
Individual	Annual and mid-year Performance Appraisal and one-to-one meetings are used to review of progress against individual objectives.
Teams	Team Meetings and Core Briefing sessions are used to review progress against Team Plans.
Performance Improvement Board	Senior officer group meets monthly to review performance, particularly 'highlights' of good performance and 'exceptions' of underperformance. Outcomes are reported to the Corporate Management Team as appropriate and feed into the Quarterly Performance Report.
Corporate Management Team (CMT)	Review of every Quarterly Performance Report, including the Strategic Performance Dashboard, and review of performance exceptions as highlighted through the Performance Improvement Board.
Members	The Executive considers performance against Critical Outcomes each quarter through the Quarterly Performance Report, the Strategic Performance Dashboard and through regular progress reviews with managers. The Scrutiny Commission receives performance reports at the half-year and end-of-year positions to hold Executive Members to account.

In addition to these mechanisms, there are other forms of review that may focus on particular service areas at certain times:

What?	Details
Customer Insight and Engagement	Engagement with our residents can provide valuable feedback to help inform decisions and improve our services. This could include use of focus groups, interaction with local community groups and carrying out consultation and surveys.
Complaints and Compliments	The public are encouraged to provide feedback to us on the services we provide; whether it be a compliment, comment, suggestion or a complaint. This information is essential to help us know what we are doing right and where we are getting things wrong.
Self Assessment/ Peer Challenge	Service teams can carry out a variety of exercises and tests to evaluate their own performance and/or involve peers from other organisations to do this.
Audit	The central government inspection regime is much reduced but we are still required to undertake a certain amount of audit.

Transparency

Access to regular reports on how the Council is performing is essential for our residents to see how we are performing. Quarterly Performance Reports are available in the public domain.

Data Quality

To ensure robustness and data quality, all reported performance information must adhere to the Council's Data Quality Strategy. Data Quality challenges are undertaken as appropriate which require officers to provide supporting evidence for performance figures.

Performance Benchmarking

Relative comparison with other Councils ensures we understand the wider context of service delivery by seeing how similar organisations are performing and allowing us to learn from best practice.

STAGE 4: REVISE – *Refresh and Revise*

Our Corporate Plan is a medium-term plan and will be refreshed every two years.

Our Corporate Delivery Plan and Team Plans are revised on an annual basis to ensure that we are delivering the right services, in the right ways, to the right people. This includes a review of priorities and Critical Outcomes, and a full revision of the Key Activities and performance measures that deliver these, and the risks to their achievement.

Research is an integral part of this process to keep abreast of evolving government policy and emerging issues at both national and local level, as well as our changing community profile.

Customer feedback in the form of compliments, comments, suggestions and complaints should be reviewed regularly as they provide valuable information on what we are doing well and how we could improve our services. Receiving and acting upon customer feedback in an appropriate way should be an ongoing process within each team in the Council.

PMF Review

The PMF itself will be subject to review on a two yearly cycle to ensure it remains appropriate to Council needs and requirements.

3. ROLES & RESPONSIBILITIES

Everyone at Harborough District Council plays a part in the Performance Management Framework. The diagram below illustrates how each individual contributes:

Members	Full Council
	<ul style="list-style-type: none"> • Approve the Budget, Corporate Plan and Corporate Delivery Plan for the Council
	Executive
Management	<ul style="list-style-type: none"> • Set HDC priorities and work with Officers on the Corporate Delivery Plan • Manage performance of their portfolios • Review and challenge Quarterly Performance Reports and Dashboards
	Scrutiny Panels
	<ul style="list-style-type: none"> • Scrutinise and challenge corporate plans and performance as required
Staff	Corporate Management Team (CMT)
	<ul style="list-style-type: none"> • Strategic responsibility for delivery of the Council's objectives • Accountability for the Council's performance • Review and challenge Quarterly Performance and Dashboard Reports • Deliver the Medium Term Financial Strategy and efficiencies • Support Portfolio Holders to deliver their priorities
	Performance Improvement Board (PIB)
Staff	<ul style="list-style-type: none"> • Oversee the Council's performance; particularly 'highlights' and 'exceptions' • Recognise good performance and address poor performance as appropriate • Challenge performance - including data quality - as appropriate
	Service Managers
	<ul style="list-style-type: none"> • Deliver service objectives • Provide good quality performance information to enable informed decision-making • Use performance information to make operational decisions • Develop staff to ensure they deliver their objectives and understand how they contribute to the council's strategic objectives • Maintain sustainable budgets and implement efficiencies.
Staff	Performance Team
	<ul style="list-style-type: none"> • Champion the Performance Management Framework • Co-ordinate and facilitate the Business Planning Process • Champion the use of TEN as a performance tool for staff and Members • Produce and disseminate performance reports and information as appropriate • Assess and advise departments on performance management processes including business intelligence, risk management and data quality
	All Staff
Staff	<ul style="list-style-type: none"> • Deliver individual objectives as set in Appraisals and one-to-one meetings. • Take responsibility for individual performance and development • Understand how they contribute to the Council's priorities