

**PAPER NO. 4**

**REPORT TO THE EXECUTIVE MEETING OF 9 FEBRUARY 2015**

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**Meeting:** Executive

**Date:** 9 February 2015

**Subject:** Performance Management Framework

**Report of:** Beverley Jolly, Corporate Director – Resources

**Portfolio Holder:** Councillor Paul Dann, Portfolio Holder for Corporate Services

**Status:** For Approval

**Relevant Ward(s):** N/A

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1 Purpose of the Report

1.1 To consider the revised Harborough District Council Performance Management Framework, effective from the start of April 2015.

2 Recommendations:

2.1 **That the Executive agrees the Harborough District Council Performance Management Framework as set out at Appendix A to this report.**

3 Summary of Reasons for the Recommendations

3.1 The Performance Management Framework is subject to review on an annual basis to ensure it remains appropriate to Council needs and requirements.

4 Key Facts

4.1 The original Performance Management framework was approved by the Executive on 14<sup>th</sup> January 2013, and implemented on 1<sup>st</sup> April 2013. The latest version of the Performance Management Framework was approved by the Executive on 10<sup>th</sup> February 2014.

4.2 The framework is subject to annual review, to ensure that it remains up to date and that performance processes are regularly scrutinised.

4.3 No changes are proposed to the Performance Management Framework at this time since it remains fit for purpose and accurately reflects the Council's approach to performance management.

- 4.4 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 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.
- 4.5 A coherent and consistently-applied Performance Management Framework creates more efficiency and focus on the most critical areas of service delivery at a time when financial pressures on the public sector are as challenging as they ever will be.
- 4.6 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.
- 4.7 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.
- 4.8 Performance information against the Corporate Delivery Plan will be entered by officers into the TEN Performance Management System, and reported on to key stakeholders through monthly dashboards and quarterly performance reports.
- 4.9 Given the processes necessary to produce them, quarterly performance reports will be received by the Executive approximately 7 weeks after the end of each quarter (subject to the date of the Executive meeting). The processes and approximate timescales required to produce the quarterly performance reports are included in the table below:

Officers Entering Performance Data onto TEN following the end of the quarter	Analysis of Data & Performance Improvement Board	Creation of Executive Report	CMT & Committee Clearance Process
1 week	1 week	1 week	4 weeks

- 4.10 It is important to note that some data from external sources over which we have no control may not be available within these timescales. Where this is the case, data will be included in the report for the latest available period.
- 4.11 Members are reminded that the most up-to-date performance information is available to view on the TEN Performance Management system.
- 4.12 The governance and reporting mechanisms outlined in the framework will ensure that accountability for performance is maintained and will enable both

key achievements and underperformance to be recognised and responded to appropriately.

## 5 Legal Issues

5.1 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.

## 6 Resource Issues

6.1 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.

## 7 Equality Analysis Implications/Outcomes

7.1 None directly arising from this report.

## 8. Risk Management Implications

8.1 The Performance Management Framework is intrinsically linked to the Council's Risk Management Strategy.

8.2 Risks are identified in the Council's Corporate Delivery Plan and Team Plans as part of the 'plan' stage of the performance cycle, and monitored alongside performance in the TEN Performance Management System.

## 9 Consultation

9.1 Consultation was undertaken with officers and Members to produce the original framework.

9.2 The Performance Management Framework was considered by the Resource and Performance Scrutiny Panel on 22<sup>nd</sup> January 2015. **The minutes of this Meeting are attached at Appendix B to this report.**

## 10. Options

10.1 Option 1: To do nothing.  
Option 2: To agree the proposed changes.

11 Background Papers

- 11.1 The Performance Management Framework is intrinsically linked to a number of Council strategies including: business planning documents, the Risk Management Strategy, the Data Quality Strategy, 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):**

**Information Issued Under Sensitive Issue Procedure: N**

**Ward Members Notified: N**

**Appendices:**

**A. Performance Management Framework**

**B. Minutes of the Meeting of the Resource and Performance Scrutiny Panel held on 22<sup>nd</sup> January 2015.**