

REPORT TO THE SCRUTINY PANEL RESOURCE AND PERFORMANCE
MEETING ON 16th JANUARY 2014

Status: For discussion
Title: Performance Management Framework
Originator: Ann Marie Hawkins, Head of Policy, Performance & Partnerships
Where from: Scrutiny Commission
Where to next: Executive

Objective: For the Panel to consider and comment on the Council's Performance Management Framework.

1. Outcome sought from Panel

1.1 Discussion and comments on the Performance Management Framework, for onward approval by the Executive and implementation from 1st April 2014.

2 Background

2.1 The appended document is a refresh of the Council's Performance Management Framework. The original framework was approved by the Executive on 14th January 2013, and implemented on 1st April 2013.

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

2.3 The framework sets out the overall high-level approach that Harborough District Council will take to managing its performance.

2.4 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 rather than working in silos.

2.5 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.

- 2.6 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.
- 2.7 It 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.
- 2.8 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.
- 2.9 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 |

- 2.10 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.
 - 2.11 Members are reminded that the most up to date performance information is available to view on TEN.
 - 2.12 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.
- 3 Points for discussion
- 3.1 The refreshed Performance Management Framework is attached at Appendix A. The Panel are invited to consider and comment on the content of the document.
 - 3.2 The main changes to the framework relate to a decision to remove Service Plans from the Council's Business Planning process as this was felt to be an unnecessary level, duplicating the information already held in the Corporate

Delivery and Team Plans. As such, Service Plans were not developed for 2013/14 and all references to Service Plans have now been removed from the Performance Management Framework.

4 Equality Impact Assessment Implications/Outcomes (attach completed EIA)

4.1 None directly arising from this report.

5 Impact on Communities

5.1 The Performance Management Framework supports the Council to ensure that it is providing value for money and delivering activities to achieve its vision and priorities, which will result in positive outcomes for the District.

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 Carbon Management Implications

9.1 None directly arising from this report

10 Risk Management Implications

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

10.2 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.

11 Consultation

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

12 Background Papers

12.1 The Performance Management Framework is intrinsically linked to a number of Council strategies, including business planning documents, Risk Management Strategy, Data Quality Strategy, Medium Term Financial Strategy, HDC Operating Model, Communications Strategy, Customer Services Strategy, Workforce Strategy.

Previous report(s):

Information Issued Under Sensitive Issue Procedure: No

Appendices:

A. Performance Management Framework (Refresh)