

**PAPER NO. 5**

**REPORT TO THE EXECUTIVE MEETING OF 11 JANUARY 2016**

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**Meeting:** Executive

**Date:** 11 January 2016

**Subject:** Performance Management Framework

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

**Portfolio Holder:** Councillor Liquorish, Business Planning and Performance

**Status:** For Approval

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

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1 Purpose of the Report

1.1 To consider the Council's Performance Management Framework to ensure that it is fit for use in the 2016/17 year.

2 Recommendation:

2.1 **That the Executive considers the Performance Management Framework (set out at Appendix A to this report) and refers the document to the Resource and Performance Scrutiny Panel for discussion.**

2.2 **That the Performance Management Framework be subject to review in two years time and, from that point forward, on a two-year cycle.**

3 Summary of Reasons for the Recommendations

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

4 Key Facts

4.1 The first edition of the Performance Management framework was approved by the Executive on 14 January 2013, and implemented on 1 April 2013. The latest version of the Performance Management Framework was approved by the Executive on 9 February 2015.

4.2 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.

- 4.3 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.
- 4.4 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.
- 4.5 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.
- 4.6 Performance information against the Corporate Delivery Plan will be entered by Officers into the Council's [Performance Management Database](#)<sup>1</sup>, and reported on to key stakeholders through monthly dashboards and quarterly performance reports.
- 4.7 Given the processes necessary to produce them, quarterly performance reports will be received by the Executive approximately seven weeks after the end of each quarter (subject to the date of the Executive meeting).
- 4.8 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.
- 4.9 Members are reminded that the most up-to-date performance information is available to view on the Council's [Performance Management Database](#)<sup>2</sup>.
- 4.10 The governance and reporting mechanisms outlined in the framework will ensure that accountability for performance is maintained and will enable both key achievements and underperformance to be recognised and responded to appropriately.
- 4.11 Amendments to the Performance Management Framework

#### 4.11.1 **Data Quality Strategy**

At its meeting on 19 October 2015, the Executive approved revisions to the Council's Data Quality Strategy. The proposed 2016/17 Performance Management Framework makes reference to the Council's Data Quality

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<sup>1</sup> Available to Councillors via [this link](#) (the system is not available for public viewing).

<sup>2</sup> Available to Councillors via [this link](#) (the system is not available for public viewing).

Strategy. All references to the Council's Data Quality Strategy have been updated to refer to the latest edition.

## 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 and Opportunity 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 Council's [Performance Management Database](#)<sup>3</sup>.

## 9 Consultation

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

- 9.2 The Performance Management Framework will be considered by the Resource and Performance Scrutiny Panel at its meeting on 21 January 2016. This Panel receives quarterly performance reports, as prescribed by the Performance Management Framework.

## 10. Options

- 10.1 To approve the Performance Management Framework for use in the 2016/17 year.

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<sup>3</sup> Available to Councillors via [this link](#) (the system is not available for public viewing).

10.2 To not approve the Performance Management Framework for use in the 2016/17 year.

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 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): Performance Management Framework, Executive Meeting held on 9 February 2015**

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

**Ward Members Notified: No**

**Appendices:**

**A. Performance Management Framework**