

PAPER NO. 6

REPORT TO THE EXECUTIVE MEETING OF 15 JANUARY 2018

Meeting: Executive

Date: 15 January 2018

Subject: Performance Management Framework

Report of: S. Riley, Head of Finance and Corporate Services and
Section 151 Officer

Portfolio Holder: Councillor Hadkiss, Corporate Governance

Status: For Approval

Relevant Ward(s): N/A

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 2018/19 and 2019/20 years.

2 Recommendation:

2.1 **That the Executive considers the Performance Management Framework (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 a two-year cycle to ensure it remains appropriate to Council needs and requirements.

4 Key Facts

4.1 The Council's Performance Management Framework was last approved for use on 11 January 2016. As two years have elapsed, the Framework is due for consideration again.

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 (TEN), and reported on to key stakeholders through monthly regular performance reports.
- 4.7 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.
- 4.8 Members are reminded that the most up-to-date performance information is available to view on the Council's Performance Management Database.
- 4.9 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.
- 4.10 Amendments to the Performance Management Framework

4.10.1 **Frequency of Reporting**

At its meeting on 4 September 2017 the Executive resolved that it would receive performance reports twice per year: at the end of Quarters 2 and 4. Prior to this decision the Executive received performance reports on a quarterly basis. Note: the Performance Scrutiny Panel continues to receive performance reports on a quarterly basis.

- 4.10.2 The Performance Management Framework (attached at Appendix A) has been amended to reflect the change in frequency of reporting set out at paragraph 4.10.1.

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 Framework.
- 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.

9 Consultation

- 9.1 Consultation was undertaken with Officers and Members to produce the original framework.
- 9.2 At its Meeting on 24 January 2018 the Performance Scrutiny Panel will consider the proposals set out in these papers.

10. Options

- 10.1 To approve the Performance Management Framework for use in the 2018/19 and 2019/20 years.
- 10.2 To not approve the Performance Management Framework for use in the 2018/19 and 2019/20 years.

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 Data Quality Strategy, the Medium-

term Financial Strategy, the Council's Operating Model, the Communications Strategy, the Customer Services Strategy and the Workforce Strategy.

Previous report(s): N/A

Information Issued Under Sensitive Issue Procedure: No

Ward Members Notified: No

Appendices:

A. Performance Management Framework