

**28th APRIL, 2020**

**KEY DECISION? NO**

## **PERFORMANCE MANAGEMENT FRAMEWORK**

### **SUMMARY AND RECOMMENDATIONS:**

This report sets out the new Performance Management Framework for the Council which has been developed to act as a tool to strengthen performance management and to ensure that the Council is delivering against its priorities.

The Cabinet is asked to approve the new Performance Management Framework.

### **1. Introduction**

- 1.1 The Council's Business Plan contains a wide range of programmes, projects and activities that reflect the key priorities. In addition, services have their own complementary business plans. Ensuring delivery against an ambitious work programme is challenging and requires clear and well understood responsibilities and deliverables and a performance management system that gives Members and officers the ability to assess progress and identify and implement corrective action where necessary. To this end, a new Performance Management Framework has been produced and is the focus of this report.

### **2. What is performance management?**

- 2.1 Performance management is not solely concerned with the monitoring of outputs or performance indicators (PIs) but is a tool to drive improvement on performance across an organisation. It involves people management, communications, cultures and behaviours within the organisation.
- 2.2 Performance management is not something separate from the day-to-day management of the Council and it is not just one activity – it is made up of planning, reviewing and revising cycles over different timescales and at different levels in the organisation. For example, there is:
- a long-term cycle that sets and reviews the Council's priorities
  - annual service planning and target setting; and
  - quarterly collection and review of performance information.

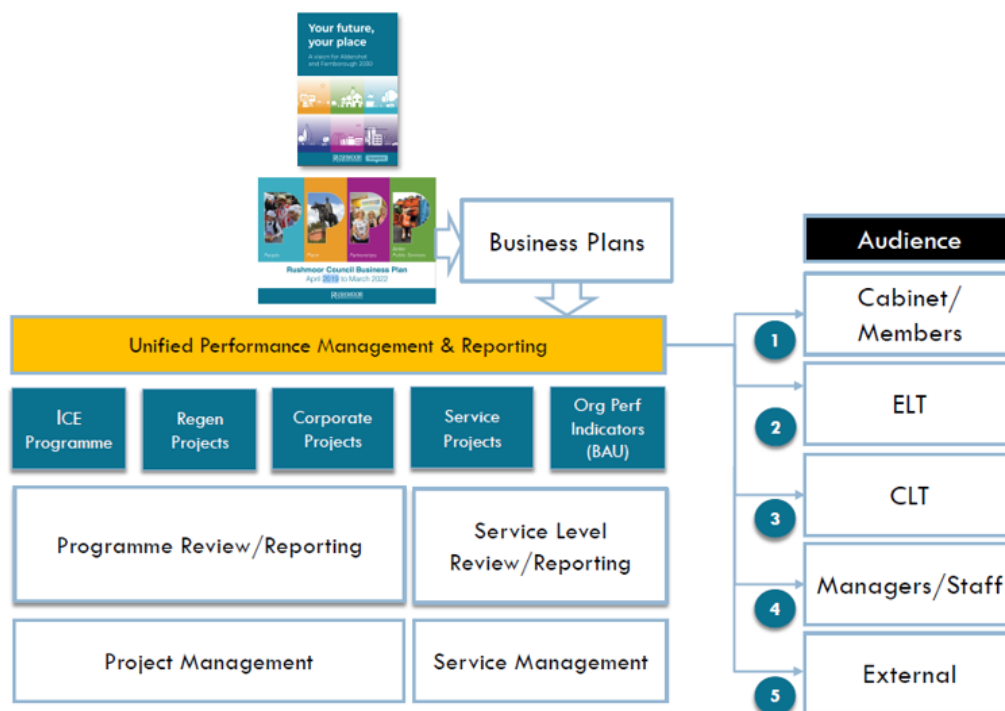
### 3. Council Business Planning and the Performance Management Framework

3.1 The Council Business Plan reflects the key priorities identified by the Cabinet. These commitments focus on four themes:

- People
- Place
- Partnerships
- Better Public Services.

3.2 The Plan does not include all of the day to day business undertaken by the Council. These activities can be of fundamental importance to local residents and will include the collection of people's rubbish and recycling, supporting people who are homeless and deciding planning applications. Each Council service therefore has its own Service Business Plan, which sets out operational commitments and service-specific activity.

3.3 A new single unified performance management and reporting framework for the Council is proposed to bring together and monitor performance on delivering the priorities through key programmes and projects (including the Regeneration Programme, ICE Programme and corporate and service projects), day to day business and risk management. The process will be based on the principle of collecting data once and presenting it in different ways. Concise performance monitoring documents will be produced that are tailored for different levels of the Council's organisation, such as the Cabinet, the Overview and Scrutiny Committee and Portfolio Holders. Ensuring Portfolio Holders are receiving the information they need will require regular liaison with their respective Heads of Service. An illustration of the process is set out below and an example of the Corporate Projects Quarterly Monitoring document is attached as Annex A.



- 3.4 In future, where appropriate, dashboards will be used to present performance data in a focused and easily accessible way. An example of the dashboard covering information about Rushmoor's key "organisational health" and performance is attached as Annex B. There will also be a dashboard about Rushmoor the place, although this will not be prepared as frequently.
- 3.5 As part of the ICE Programme, work will be undertaken to use technology to enhance the collection and presentation elements of the performance management process.
- 3.6 The new Performance Management Framework document is attached as Annex C.

#### **4. Conclusion**

- 4.1 The Council's Performance Management Framework has been developed to act as a tool to strengthen performance management within the authority and to ensure that the Council is delivering against its priorities. The framework is designed to provide a consistent approach to the way performance and quality is managed, monitored, reviewed and reported at all levels in the organisation. It includes clear identification of roles and responsibilities. It was presented to the Overview and Scrutiny Committee at its meeting in January where it was considered that the new style was much better at meeting the needs of the Council.
- 4.2 This framework should help to strengthen and ensure a consistent approach to performance management across the organisation.

**COUNCILLOR ADRIAN NEWELL**  
**DEMOCRACY, STRATEGY AND PARTNERSHIPS PORTFOLIO HOLDER**

#### **BACKGROUND DOCUMENTS:**

None.

#### **CONTACT DETAILS:**

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