

This Report will be made public on 13 July 2021



Report Number **C/21/25**

**To:** Cabinet  
**Date:** 21<sup>st</sup> July 2021  
**Director:** Charlotte Spendley – Director of Corporate Services  
**Cabinet Member:** Cllr David Monk – Leader of the Council

**SUBJECT:** Performance Management Framework

**SUMMARY:** The Council's Performance Management Framework was originally created and approved in 2014, with minor amendments being approved by Cabinet in 2017. The Performance Management Framework has been reviewed and simplified to make it more meaningful and useful for officers, elected members and all those who are engaged in the Council's performance management.

**REASONS FOR RECOMMENDATIONS:**

- a) Effective performance management is critical to the success of the Council.
- b) The Council is committed to managing its performance against corporate plan priorities to ensure progress and improvement is maintained.

**RECOMMENDATIONS:**

- 1. To receive and note report C/21/25.
- 2. To approve the revised Performance Management Framework (Appendix 1 to this report).

## 1. BACKGROUND

- 1.1 The last major review of the Council's Performance Management Framework was in 2017.
- 1.2 Since the framework was adopted by Cabinet in 2017, the Council has made fundamental changes to the ways in which services are provided in response mainly to the diminishing resources and increasing demands for services. This means that the current framework does not quite reflect all that the Council actually does and includes areas of work that the council no longer undertakes. The Council is also working harder to identify additional resources, working closely with our partners on joint projects. There is also a need to simplify the framework, particularly in light of the Council's recent transformation programme, to make it more meaningful and useful for officers, elected members and all those who are engaged in the Council's performance management.
- 1.3 The framework sets out the Council's performance management approach, the systematic plan-measure-report-review cycle; introduces the notion of "golden thread"; defines processes and procedures for performance management; and identifies responsibility and accountability for each stage of performance management.
- 1.4 The framework also includes updated references to the Council's new corporate plan '**Creating Tomorrow Together**' as well as expectations around the style and behaviour of managers.
- 1.5 While the Council's Overview and Scrutiny Committee holds Cabinet to account and supports the delivery of Council priorities and core services, the ultimate responsibility for performance management lies with Cabinet.
- 1.6 The Performance Management Framework has been reviewed and simplified to reflect the Council's current practice and make it more meaningful for the users. The revised framework is attached as Appendix 1 to this report.
- 1.7 Specifically, the revised Framework:
  - Clearly defines why performance management is important to the Council;
  - Introduces a systematic approach to performance management, the plan-measure-report-review cycle;
  - Succinctly describes the levels at which the plan-measure-report-review approach applies;
  - Brings the Medium-Term Financial Strategy and Project/Programme management into the framework;
  - Strengthens the need for performance management arrangements when the Council works with partners and commissions services; and
  - Sets out responsibility and accountability for performance management.
- 1.8 The Data Quality Strategy was last reviewed in 2017 and continues to reflect current working practices. Therefore, no changes have been made, with

exception of job titles. The Data Quality Strategy is provided for information as Appendix 2 to this report.

- 1.9 The draft framework and supporting data quality strategy has also been considered by the Overview and Scrutiny Committee on 1<sup>st</sup> June 2021.

## 2. RISK MANAGEMENT ISSUES

Perceived risk	Seriousness	Likelihood	Preventative action
The Council's strategic objectives and priorities are not met.	High	Medium	Monitoring performance against the strategic objectives and priorities outlined in the Corporate Plan.

## 3. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

- 3.1 **Legal (NM)** - There are no legal implications arising directly from this report.
- 3.2 **Finance (LW)** - There are no financial implications arising directly from this report.
- 3.3 **Human Resources (RB)** - There are no direct Human Resource implications emanating from this report. The council has a People Strategy in place to support the corporate plan. Associated people management activities to monitor, manage and enable performance and continuous improvement are noted in the body of the Performance Management Framework.
- 3.4 **Equalities (GE)** - There are no equalities implications arising from this report.
- 3.5 **Communications (JW)** - There are no external communications implications arising out of this report.
- 3.6 **Climate Change Implications (AT) [Pilot reporting period]** - There are no climate change implications arising directly from this report. The Performance Management Framework sets out how the council's internal 'plan-measure-report-review' cycle operates and the framework is an amendment to the existing document created in 2014 and amended in 2017

## 4. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

### **Gavin Edwards**

*Policy and Improvement Officer*

Tel: 01303 85 3436

[gavin.edwards@folkestone-hythe.gov.uk](mailto:gavin.edwards@folkestone-hythe.gov.uk)

### **Appendices**

**Appendix 1:** Draft Performance Management Framework

## **Appendix 2: Data Quality Strategy**