

# STROUD DISTRICT COUNCIL

## STRATEGY AND RESOURCES COMMITTEE

25 NOVEMBER 2021

<b>Report Title</b>	<b>Performance Management Framework Review</b>			
<b>Purpose of Report</b>	To introduce the Performance Management Framework			
<b>Decision(s)</b>	<b>The Committee RESOLVES to approve the Performance Management Framework</b>			
<b>Consultation and Feedback</b>	ALT, SLT and Lead Officers about Performance Indicators			
<b>Report Author</b>	Sarah Turner, Senior Policy and Governance Officer Email: sarah.turner@stroud.gov.uk			
<b>Options</b>				
<b>Background Papers</b>	LGA best practice guidance.			
<b>Appendices</b>	Appendix A – Performance Management Framework			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	No	Yes	No	No

### 1. BACKGROUND

- 1.1 SLT agreed in August 2021 that the Council's Performance Management Framework should be reviewed to ensure that is still suitable and in line with current best practice. Part of this agreed review was also to commence the procurement for a new performance management system.
- 1.2 The Council Plan was adopted on 21 October 2021 which sets out the Council's objectives over the term of the plan and includes projects and activities to achieve each of the objectives.

### 2. MAIN POINTS

- 2.1 The Performance Management Framework (PMF), at Appendix A, has been revised and sets out the principles of performance management across the organisation, the governance framework through which performance will be reported and reviewed, and the various key documents which will ensure that a culture of performance and accountability will be embedded throughout the organisation.
- 2.2 This PMF has been designed to ensure that the Council's priorities are translated into clear plans with performance indicators which can be easily monitored by elected members and support effective implementation by officers.
- 2.3 The PMF is based on the 'Plan – Do – Review – Revise' model of performance management, see section 4 of the attached PMF for details.
- 2.4 The existing use of the Performance Management System, Excelsis, is also being reviewed. The Council has been using this system for over 10 years, and SLT have agreed that we should be reviewing what other systems are available in the market to compare

with our current system. If a new system is procured members will have access to this, or regular reports will be made available to them.

### **3. CONCLUSION**

By measuring what we are doing we will see progress, challenges, areas needing more emphasis or where priorities need to change. Some performance indicators will be numerical and some will be descriptive.

From high-level strategies down to individual services, this establishes where we are and how we need to progress to achieve the outcomes we want.

This creates a “golden thread” that links individual performance to our Council Plan.

It’s important that we measure how we’re doing because:

- What gets measured gets done;
- If you don’t measure results, you cannot tell success from failure;
- If you cannot see success, you cannot reward it or learn from it;
- If you cannot recognise failure, then you cannot correct it; and
- If you cannot demonstrate results, it makes it that much harder to win public support and drawn down external funding.

### **4. IMPLICATIONS**

#### **4.1 Financial Implications**

There are no financial implications arising directly from this report

Graham Bailey, Principal Accountant  
Email: [graham.bailey@stroud.gov.uk](mailto:graham.bailey@stroud.gov.uk)

#### **4.2 Legal Implications**

Section 3 of the Local Government Act 1999 requires the council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of performance information is an important way in which that obligation is being fulfilled.

One Legal  
Tel: 01684 272203 Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

#### **4.3 Equality Implications**

There are not any specific changes to service delivery proposed within this decision.

#### **4.4 Environmental Implications**

There are no significant implications within this category.