

Performance Management Framework

Contents

Contents	2
Introduction	3
What is performance management?.....	4
Context: The Council's Vision, Objectives & Principles	5
The Corporate Planning Process	8
Service planning	10
The Performance Monitoring Process	11
Performance indicators (PIs) – in depth.....	13
The Best Value Review process	15
Benchmarking – in depth.....	17
Risk management	18
Covalent (the Council's performance management system) – in depth.....	20
Financial management	21
Links to Members and the Corporate Performance Management Group.....	23
Appendix I - The performance monitoring timetable.....	24
Appendix II – Links to other documents	25
Further Information	26

Introduction

Welcome to the Council's Performance Management Framework. There have been a number of changes to performance management both nationally and within the Council over the past 18 months. This Framework aims to act as a tool to strengthen the performance-driven culture of this authority.

Performance Management is a term that we frequently use but it is one that is not always understood. Performance Management is not solely concerned with the monitoring of performance indicators (PIs) but is a tool to drive improvement on performance across the authority.

In January 2004, the Audit Commission, in its Comprehensive Performance Assessment (CPA) Corporate Assessment categorised the Council as a **“Fair”** performing Council. Our goal is to improve as an organisation and to be a **“Good” performing council by 2007 and “Excellent” by 2010**. Performance Management will assist the Council to achieve this goal.

What is a performance management framework?

A performance management framework brings together the strategies, plans, policies, quality of life indicators and performance measures (both national and local) that enable residents, Members, managers and other stakeholders to see how the Council ‘measures up’ in comparison to its own previous performance and in comparison to other councils.

It is designed to provide a consistent approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels in the organisation i.e.: corporate, departmental and service level.

What is performance management?

The principles of performance management are straightforward – they are about how the Council's capacity, resources and people are managed in order to deliver its ambitions, plans and services. However, putting these principles into practice is not always so straightforward...

Why is performance management important?

- if you don't measure results, you can't tell success from failure
- if you can't see success, you can't reward it
- if you can't reward success, you're probably rewarding failure
- if you can't see success, you can't learn from it
- if you can't recognise failure, you can't correct it
- if you can demonstrate results, you can win public support
- **what gets measured gets done***

What are the characteristics of effective performance management?

The I&DeA has identified the following as characteristics for effective Performance Management:

- A clear vision and purpose and a focus on outcomes
- Commitment to and enthusiasm for realising the community's aspiration
- Effective democratic and community engagement
- Robust planning, monitoring and review systems
- Strategic and enabling corporate management arrangements

The remainder of this Framework sets out how the Council's approach to performance management meets the characteristics described above.

*(Source: Extract from Osborne & Gabler, *Reinventing Government*, 1992)

Context: The Council's Vision, Objectives & Principles

Long-term Vision

In the summer and autumn of 2005, the Council reviewed its long-term vision and corporate priorities for the District as part of its corporate planning process. It also carried out consultation with various local stakeholders including Council employees, Members, local voluntary groups, partners, Parish Councils and the public and used the results to refine and agree its vision and priorities. The vision and corporate priorities are set out below.

The Council agreed a 10-year vision in 2004 and following the 2005 corporate planning review and consultation it re-affirmed its vision as:

“To make the Harrogate District a better place to live, work and visit by preserving its heritage, enhancing its unique environment, delivering first class public services and encouraging everyone to share in its success.”

What the vision aims to achieve by 2015 is a District that is:

- **Social** – an inclusive community with equality and accessibility at its heart, providing affordable housing and ensuring that no parts of the District fall within the bottom bands nationally for levels of poverty, health or deprivation.
- **Economic** – an economically-active and prosperous economy with high levels of employment, sustainable tourism, inward investment and business profitability.
- **Environment** – a high quality natural and built environment with conservation and recycling central to protecting our heritage for this and future generations.

Organisational Goal

The Council has always been ambitious and keen to improve as an organisation but has not always clearly stated this ambition to staff, partners and the Public. Therefore, the Council has agreed an organisational goal that will underpin its drive to improve the organisation and achieve its ambitions for the District.

In setting the organisational goal, the Council stated its goal in relation to its own definition of the needs of the District and the Council's customers. The agreed Council organisational goal is: “To be GOOD by 2007 and EXCELLENT by 2010” The Council attaches great importance to delivering first-class public services and maintaining its current pattern of service provision in line with the direction set out in the long-term corporate priorities outlined in the following table.

Vision and Corporate Objectives

Vision

“To make the Harrogate District a better place to live, work and visit”.

We will do this by:-

- ◇ Preserving its heritage.
- ◇ Enhancing its unique environment.
- ◇ Delivering first-class public services
- ◇ Encouraging everyone to share in its success.

Values

The Council will be:-

- Democratic
- Accountable
- Responsive
- Ethical
- Respectful
- Fair and Equitable

Corporate Priorities

Affordable Housing

Ensuring people have access to housing opportunities throughout the District.

Traffic and Transport

Ensuring the provision of a transport network that will provide access to public transport in all areas and provide integrated facilities including car parks.

Keeping the District Safe

Ensuring communities across the District are even safer and securer and that they feel safer.

Caring for the Environment

Ensuring the enhancement and protection of the natural and built environment District-wide.

Supporting our Local Economy

Ensuring a robust and varied economy that benefits local people, and creates employment opportunities in rural areas and the market towns across the District.

First Class Public Services

Ensuring that the services delivered throughout the District meet the needs of customers, are accessible and of a high quality

Principles

The Council will:-

- Provide value for money.
- Be customer focused.
- Achieve high performance.

Organisational Improvement

A commitment to investing in improving the organisation by being a good employer and building its organisational capacity to deliver first-class services and increase its service performance.

Values and Principles

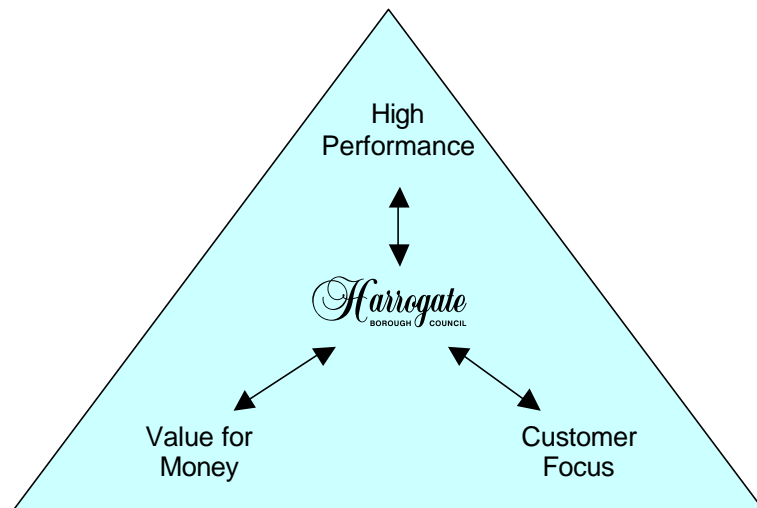
Underpinning the Council's vision and goal is a set of key values and principles that go through all aspects of the organisation and through all the work of the Council. The Council has adopted the following values. These are:

Values



Alongside these values there are three underlying principles which the Council will seek to balance, namely:

Principles



The Corporate Planning Process

Following the Comprehensive Performance Assessment (CPA) corporate assessment in January 2004, the Council recognised the need to create a clearer corporate focus and link its corporate planning process and financial planning into an overall policy-led approach.

It achieved this by reviewing its corporate planning process to create a single overarching document (to be known as the Strategic Plan) supported by other relevant plans.

Within the revised corporate planning process there are three key documents. These are:

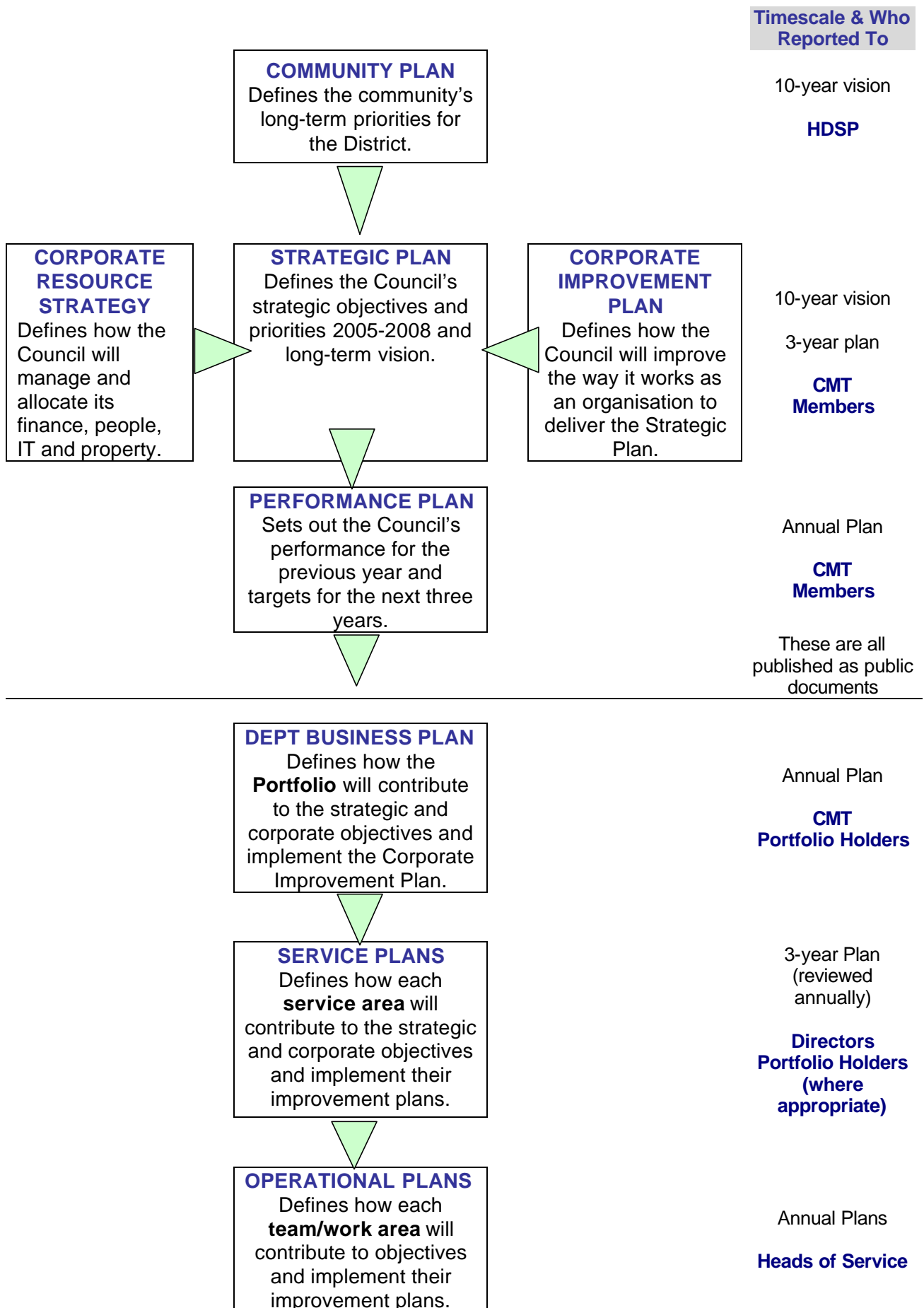
- **Strategic Plan** - this will be the core document stating the strategic objectives and priorities of the organisation.
- **Corporate Improvement Plan** - this document focuses on delivering a new corporate objective, the agreed organisational goal and the Council's need to respond to the CPA Improvement Agenda. This Plan will be internally focused, although it will also be of relevance to our partners.
- **Corporate Resource Strategy** - this will embrace three current strategies. It will include the Council's Medium-Term Financial Strategy, the Asset Management Strategy and parts of the People Management Strategy. All three strategies relate to the Council's resource allocation and development. They further emphasise the key importance of the overall resource agenda (not just finance) whilst not diminishing the fundamental importance of that area of work. The Resource Strategy will also more accurately reflect the Council's structure at Cabinet and Scrutiny level.

An overview of the Council's corporate planning and performance management arrangements - monitoring performance, reviewing strategies, preparing service plans, etc, - is set out in outline in the Corporate Planning Process diagram overleaf. It shows how the various Council plans and strategies link together in a single coherent process around the above corporate planning documents.

The National Shared Priorities for Local Government - In July 2002, the Government and the Local Government Association (LGA) agreed seven shared priorities for local government. These shared priorities are intended to focus central and local government on improving public services. The shared priorities are set out in the Council's Strategic Plan.

The Community Plan - The Council is one of the key partners in the Harrogate District Strategic Partnership and supports the Community Plan's vision. For details, see the Council's Strategic Plan.

Local Area Agreement - The North Yorkshire LAA will be in place by April 2007. It will take account of the priorities set out in the Council's Strategic Plan.



Service planning

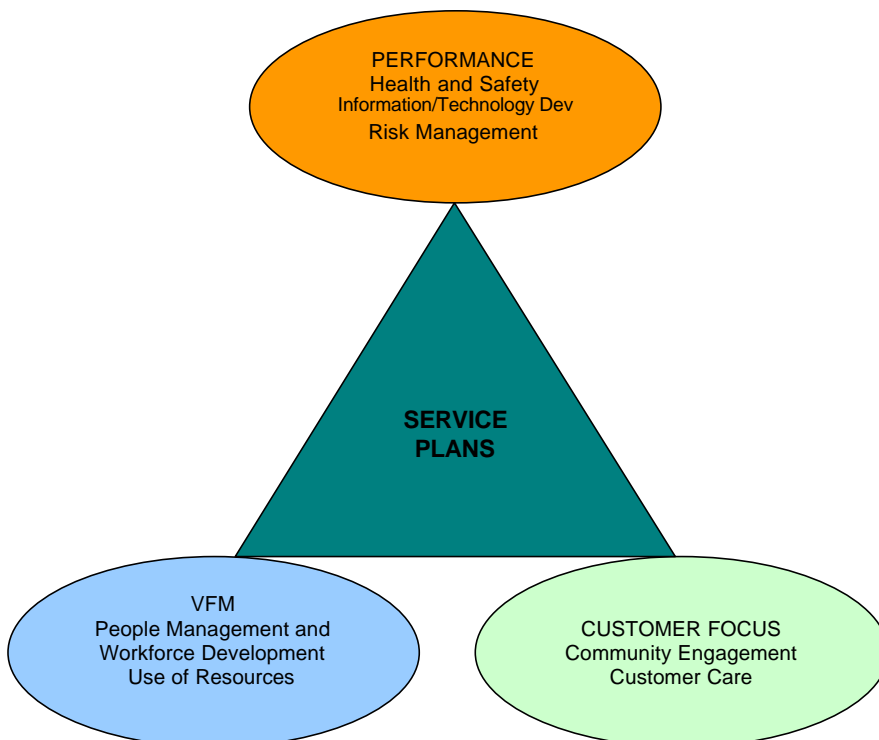
The Department of Corporate Policy and Improvement (DCPI) is responsible for reviewing, monitoring and publishing the Council's Strategic Plan and Corporate Improvement Plan. Departmental and service plans are the responsibility of the relevant Director, Business Support Manager and Heads of Service.

The Council has published a 'Service Plan Framework' to assist in the production of Service Plans (copies available via DCPI).

The Service Plan should address three key areas:-

- The actions in the relevant **Corporate Service Action Areas** being delivered by that service.
- Set out the **service improvement actions, targets and priorities** within that service. Explain the planned service improvement actions for the coming year and how the shared resources of the service will be allocated to deliver those actions.
- Set out the **“business and management actions”** eg: staff training and development, office equipment needs, risk management, changes in accommodation, etc which are required to support the delivery of the service and which are covered in the section on cross-cutting business issues

The components of the Service Plan are focussed around these key core requirements as follows:-



The Performance Monitoring Process

Each of the Council's plans in the Corporate Planning Process contains a number of performance indicators (PIs) and actions. In order for the Plan to be delivered, the PIs and actions need to be monitored and improvement actions need to be identified where the performance is below standard.

The Council monitors a mix of national and local PIs.

National PIs

National PIs are prescribed by the Government and are reported on an annual basis. This is done via the Council's Performance Plan (published annually on the 30th June). National PIs can be identified by their code name; they all start with 'BV', e.g. **BV109a** – percentage of major planning applications determined within 13 weeks.

Local PIs

Local PIs are performance indicators determined by the Council to reflect its own corporate priorities. These include PIs specific to Harrogate; national PIs that are no longer prescribed by the Government and PIs from the Audit Commission's Local Library of PIs. Local PIs can be identified by their code name; they all start with 'L', e.g. **LDL3** – the number of customers at Council-run sports and leisure sites.

Departmental PIs

Departmental PIs are specific to the department and are used to provide management information. Departmental PIs can be identified by their code name; they all start with the initials of the department, e.g. **DCSE2** - Total number of people engaged in environmental activities.

Business Service Managers are currently reviewing the way in which these PIs are reported on a departmental basis.

The Corporate Basket of PIs

In 2003 the Council introduced a Corporate Basket of PIs. The aim of this 'basket' was:

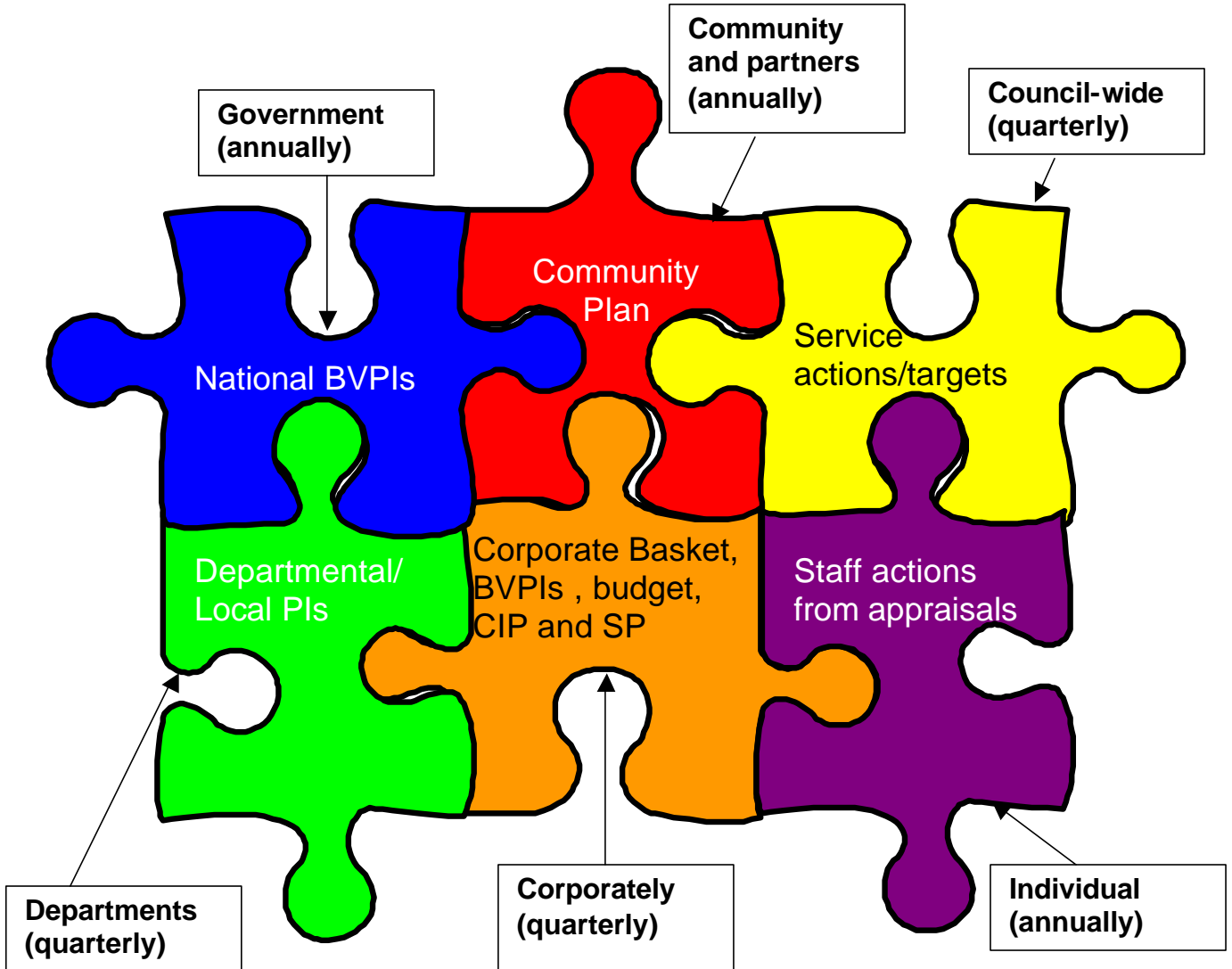
- more focussed approach to corporate performance management
- more regular corporate approach to PI monitoring
- central to developing the Council's performance management culture

The PIs within the 'basket' are a mix of national and local indicators. They are reported to CMT; Scrutiny Commissions and the Cabinet on a quarterly basis. The list of PIs included within the Corporate Basket can be found on Covalent and the Internet.

Quality of Life PIs

The Council has a number of quality of life PIs. These capture the outcomes from resident surveys and indices of deprivation. For more information, contact the Performance Manager. The diagram overleaf sets out the current performance monitoring arrangements.

Who monitors us?





Performance indicators (PIs) – in depth

How do I create a new PI?

When devising new PIs you need to know why you need the monitoring information. It is pointless monitoring a PI unless it is meaningful. You need to consider:-

- Who is the information for?
- How often will the PI be reported?
- Who will it be reported to?
- Does it help deliver one of the Council's corporate priorities, a service priority or a departmental priority?

What makes a good PI?

Good PIs should be:-

- **Relevant** – the performance measured should be important to staff and/or service users and relevant to the Council's corporate priorities.
- **Measurable** – the performance should be quantifiable
- **Easily-defined** – the PI should have a specific definition and recorded calculation so that it can be collected in the same format each period.
- **Clear** – it should be easy to understand what the PI means and why it is relevant
- **SMART target** – a PI should have a SMART target (see the target setting section below)
- **Useful** – the performance should only be measured if the information produced is useful to service managers, Directors, CMT, the Cabinet, etc.
- **Indicative of performance** - the data should explain how the service is performing

How do I set targets?

Targets should be realistic and set using the SMART model (see next page). Use previous performance, internal comparisons with other services within the Council and external comparisons with other councils to set the target. Also be based on political priorities, community and customer priorities.

There are four types of target:

- **Qualitative targets** – these give a description of the level of service to be expected (e.g. we follow the Commission for Racial Equality's code of practice in rented housing)
- **Time-bound targets** – these give a one-off target (e.g. to set up the new customer services unit by July 2006)
- **Percentage achievement targets** – these are commitments to achieve a certain level of performance (e.g. to increase the numbers of visits to the Council's website by 50%)
- **Service commitment targets** – these promise the level of service to be delivered all the time (e.g. we will recycle 21% of household waste)

The above types of targets can be locally (i.e. by the Council) or nationally (i.e. by the Government).

SMART targets

All targets should follow the following principles:

- **SPECIFIC**
- **MEASURABLE**
- **ACHIEVABLE**
- **REALISTIC**
- **TIMELY**

Data Quality

The Council is committed to providing accurate, timely and reliable performance information and has produced a separate 'Data Quality Strategy'. The main principles of this strategy are:-

- **Awareness** – everyone recognises the need for good data quality and how they can contribute.
- **Definitions** – everyone knows which PIs are produced from the information they provide and how those PIs are defined.
- **Input** – there are controls over input, especially that the information is input on an ongoing basis; rather than be stored up to input later.
- **Verification** – there are verification procedures in place as close to the point of input as possible.
- **Systems** – are fit for purpose and staff have the expertise to get the best out of them.
- **Output** – performance indicators are extracted regularly and efficiently and communicated quickly.
- **Data** – PI performance data is recorded and presented, with conclusive evidence, in such a way as to give an easily understood and accurate picture of our performance to officers, Members, external inspectorates and the public.

The Best Value Review process

Best Value is a statutory requirement on all councils to deliver the most economic, efficient and effective services possible and to seek continuous improvement in services to the local community.

1. To help deliver the Council's vision and corporate priorities, its services and functions will:
 - Meet the needs of local people as identified through consultation;
 - Be fully accessible;
 - Provide the best value for money to Council Tax payers;
 - Deliver the quality, range and outcomes to meet the needs of the District's residents, visitors and business community.
2. The Authority is committed to the principles of Best Value and the use of the 4Cs (Compare, Consult, Compete, Challenge) to deliver Value for Money services to local people.
3. The Council's decision on who should deliver a Council service or function (i.e. in-house or external) will be based on the outcomes of a Best Value review.
4. Where a review has found the internal delivery of a service to be the best way to deliver Best Value, the Council will put in place arrangements to ensure that the internal provider meets the target of continuous service improvement.
5. Where a review has found the external delivery of a service to be the best way to deliver Best Value, the Council will forge an effective and efficient contract or partnership arrangement with the external provider to deliver continuous service improvement.

The Council's three-year programme of Best Value reviews – 2006/2006 and beyond

The Council has adopted a three-year programme of Best Value Reviews through a risk-based assessment of the need to review Council functions and services, changing local and national priorities and the need to periodically challenge value for money in Council services.

In line with the corporate priorities in the Strategic Plan and Corporate Improvement Plan, the Council's proposed programme of strategic and service reviews for 2006/2007 and beyond is described overleaf.

Strategic and service reviews for 2006-2009

Year		Strategic Review	Service Review
1	April 2006-March 2007	Partnership working involving the Council	
	January 2007-December 2007		Planning
2	April 2007-March 2008	Procurement	
	January 2008-December 2008		Benefit Services
3	April 2008-March 2009	Provision of Human Resources	
	January 2009-December 2009		Sport and recreation

The three-year programme of reviews will be rolled forward each year and agreed by the Council on an annual basis to ensure the programme reflects both the results of the annual CPA assessments and the Council's corporate improvement agenda and priorities.

Service and strategic reviews will be co-ordinated corporately and linked to the Council's Medium-Term Financial Strategy, Corporate Improvement Plan, the Annual Efficiency Statement and the Council's Value for Money Agenda.

The strategic and service reviews will apply the 4 C's – Challenge, Compare, Consult and Compete – to achieve the planned outcomes in the agreed scope and targets for each review. Non-Executive Members on the Council's Overview and Scrutiny Corporate Performance Panel will be responsible for providing an overview on the management and the monitoring of corporate performance within the Council. This responsibility will include the Council's programme of service and strategic reviews.

Strategic Reviews will examine cross-cutting issues which are key to the delivery of the Council's strategic improvement agenda.

Service Reviews will focus on service-based Value for Money (VFM) issues i.e. services with above-average costs and below-average performance in comparison to the other councils in the Audit Commission's VFM profile of Harrogate Borough Council.

The Council will periodically review its Constitution and Best Value Code of Practice to ensure they continue to support the proposed programme of strategic and service reviews.



Benchmarking – in depth

It is useful to know how our costs and performance compare to other authorities. We corporately benchmark ourselves against our Nearest Neighbours group. These are fifteen district councils which are statistically our “nearest neighbours”:-

Nearest Neighbours:

- South Somerset
- Salisbury
- Macclesfield
- Stratford-on-Avon
- Wychavon
- West Wiltshire
- Mendip
- Shrewsbury and Atcham
- Stroud
- Chester
- Ashford
- Taunton Deane
- Maidstone
- Mid Sussex
- Warwick

Each year (usually late December/early January) the Audit Commission produces a database of ‘quartile ranking’ showing which councils were in the top 25%, in the bottom 25%, etc of all district councils. This benchmark information can be found in the Performance Plan and is automatically updated onto Covalent.

Officers can also ‘process benchmark’ their services against other authorities. An example of this is if the time taken to process planning decisions was below average at Harrogate, officers could choose a demographically similar authority with above average planning performance and investigate the processes undertaken by that authority.

If there is some doubt as to the validity of one of the council’s data, this council should be excluded from the calculation. For example, when the Audit Commission publish their comparative BVPI data, they highlight data that is not fairly stated on their spreadsheet.

Further assistance with benchmarking is available via the Performance Manager in DCPI.

Risk management

The Council has produced a 'Corporate Risk Management Strategy'. This document should be referred to for more information on risk management.

Aims and Principles – Risk Management

The Council has adopted a neutral (rather than a negative) definition of risk. Risk management is defined as "The identification, analysis and economic control of those risks that might prevent the organisation from achieving its objectives." (Association of Local Authority Risk Managers - ALARM).

The Council differentiates between:

- **Strategic risks** are risks to the Council's medium to long-term objectives. Strategic risk management is a core responsibility for the Council's Executive (Cabinet and CMT).
- **Operational risks** are those risks that managers and officers encounter in the course of their business planning and day-to-day service delivery.

The Council also differentiates between different categories of risk including: political, economic, social, technological, legal, environmental, reputational and project-related.

The Council's approach is to be "risk aware" rather than "risk averse", and to manage risk rather than to seek to eliminate it in all cases. The Council recognises that it must take a balanced approach to risk and that effective risk management is not just about safeguarding against negative risks (threats) but about benefiting from positive risks (opportunities) arising from innovation.

The Council has considered and agreed its "risk appetite", i.e. the level of risk it is comfortable in taking to achieve its objectives. This does not mean the Council will not take a decision or course of action where the associated risk is assessed as being higher than its risk appetite. The Council might have a decision imposed upon it or might find that the alternative courses of action or the consequences of not taking a decision might be equally high risk. It does mean that risks that are assessed as above its risk appetite will attract special consideration.

The Council recognises that whilst risks should be mapped to budgets and resource levels, this can only partly be achieved. The Council is a political organisation and its priorities and objectives can be determined and changed for political reasons. This means that the identification of a high risk does not automatically mean the allocation of a high level of resource to manage it. The Council might legitimately decide to take a risk without diverting resources from higher political priorities and should be able to do so, providing that it makes the decision in full knowledge of the risk management issues.

The Council recognises both the benefits and the risks of partnership working. It seeks to manage these risks through agreeing partnership objectives, procurement arrangements, contracts and other agreements that identify and allocate risks to

the relevant partners. To minimise the likelihood and impact of a significant failure in its partnerships the Council encourages its partners to demonstrate that they have effective risk management arrangements in place and to disclose those arrangements when entering into partnership.



Covalent (the Council's performance management system) – in depth

In October 2005, the Council introduced an externally hosted, web-based performance management system called Covalent. In June 2006, the Council moved to Version 6 (V6) of Covalent.

Importantly, Covalent allows users to link PIs, actions and risks (forming the 'golden thread' between its high level corporate priorities down to individual workplans). It also provides a full audit trail of usage of the system.

Covalent users have a pre-defined list of roles and responsibilities, which helps in the Council's data quality process.

For more information on Covalent please contact Rachel Glendinning, Performance Manager on Ext. 6159 or one of the following departmental champions:

- DR – Marion Wrightson (6166)
- DCS – Kathy Saridede (6536)
- DCS – Michael Taylor (6825)

An example of the risk register in Covalent

The screenshot displays the Covalent 6.1.4 web interface. The browser title is 'Covalent 6.1.4 - logged in as admin_Glendinning, Rachel @ Harrogate'. The main window is titled 'Risk Central - BV0 Best Value Review Programme'. The interface includes a navigation tree on the left with categories like DC1, AES9, BV0, CC0, CE0, CG0, CM0, CP0, CS0, CusC0, Dn0, FL0, LHO, O00, OS0, PM0, PM1, PM2, Po1, Po2, PP0, Pr0, RD1, RD2, RD3, Re1, Re2, RM0, SP0, and Vol0. The main content area shows details for a risk with Code 'BV0' and Title 'Best Value Review Programme'. The risk is marked as 'Active' and 'Warning'. The description is 'Implement the agreed 2005/2006 Best Value Review Programme'. The management is set to 'Uncontrolled' and the priority is '0'. The risk assessment section shows a 'Current Risk' matrix with Impact '3 Significant' and Likelihood '4 High', resulting in a 'Risk Rating' of 12. The original risk is described as 'Serious, Severe, Acute Impact / (Almost) Inevitable Likelihood' and the target risk as 'Borderline Impact / Likely But Not Certain Likelihood'. The interface also includes sections for Documents, Notes & History, Profile, Ownership & Responsibility, Related Links, and Triggers. The bottom of the screen shows a navigation bar with icons for Home, Snapshots, Maps, Directory, Reports, Updates, Admin, and My Profile, along with the Covalent 6 CPM logo. The Windows taskbar at the bottom shows the Start button, several open applications, and the system clock at 16:23.

Financial management

Financial Monitoring Process

A key part of the Council's overall performance is its financial performance and this is a key aspect of the Council's performance management.

The Council's financial performance is also a key part of its annual assessment by the District Audit and of any Comprehensive Performance Assessment in the future.

Overall financial management is the responsibility of the Director of Resources and there is an established framework for monitoring the Council's financial position.

Corporate Monitoring

Revenue Budget

The Revenue Budget is set as part of the Corporate Planning process following the Medium-Term Financial Strategy guidelines set by the Council and is developed from work undertaken at Business Unit and Portfolio level.

Each Portfolio Holder approves the individual service budgets which are then subject to Scrutiny review and public consultation before final endorsement by Cabinet and Council.

The Revenue Budget performance monitoring is reported to CMT and Cabinet on a quarterly basis.

Capital Budget

This budget is agreed as part of the Corporate Planning process and follows the Council's Capital Planning Strategy which is approved by Cabinet and Council.

The Capital Budget monitoring is reported to CMT and Cabinet on a half-yearly basis. Exception reports on individual areas and projects are brought forward to CMT and Cabinet as necessary, if they are likely to exceed the budget parameters agreed.

Council Reserves/Business Unit Reserves

The level of reserves are agreed as part of the Medium-Term Financial Strategy and are reported to CMT and Cabinet on a half-yearly basis.

The individual Business Unit Holder is responsible for the monitoring within individual areas of work of the ongoing spending of Business Unit Reserves which is governed by agreed limits and processes which involve both CMT, Cabinet Members and Cabinet, dependent upon the level of spending.

There is an annual sampling of the process and utilisation of Business Unit Reserves undertaken by Internal Audit.

Departmental Monitoring

Within each Department the Business Support Managers are responsible for co-ordinating the budget monitoring for the relevant Heads of Service.

Individual monitoring arrangements are agreed by Directors within each department, which involves feeding into the corporate monitoring process. This involves individual performance and progress meetings with Heads of Service, regular reporting to Departmental Management Teams and monitoring reports produced at agreed frequencies.

Member Monitoring

Individual Portfolio Holders have responsibility for the relevant budget and for reporting to Cabinet as part of the quarterly monitoring process.

The monitoring of Portfolio budgets is undertaken by Directors and Heads of Service as part of their ongoing monitoring arrangements. Currently, budget performance is reported only to Cabinet on a quarterly basis.

As part of the development of the Corporate Resource Strategy, the overall monitoring arrangements will be reviewed and aligned corporately.

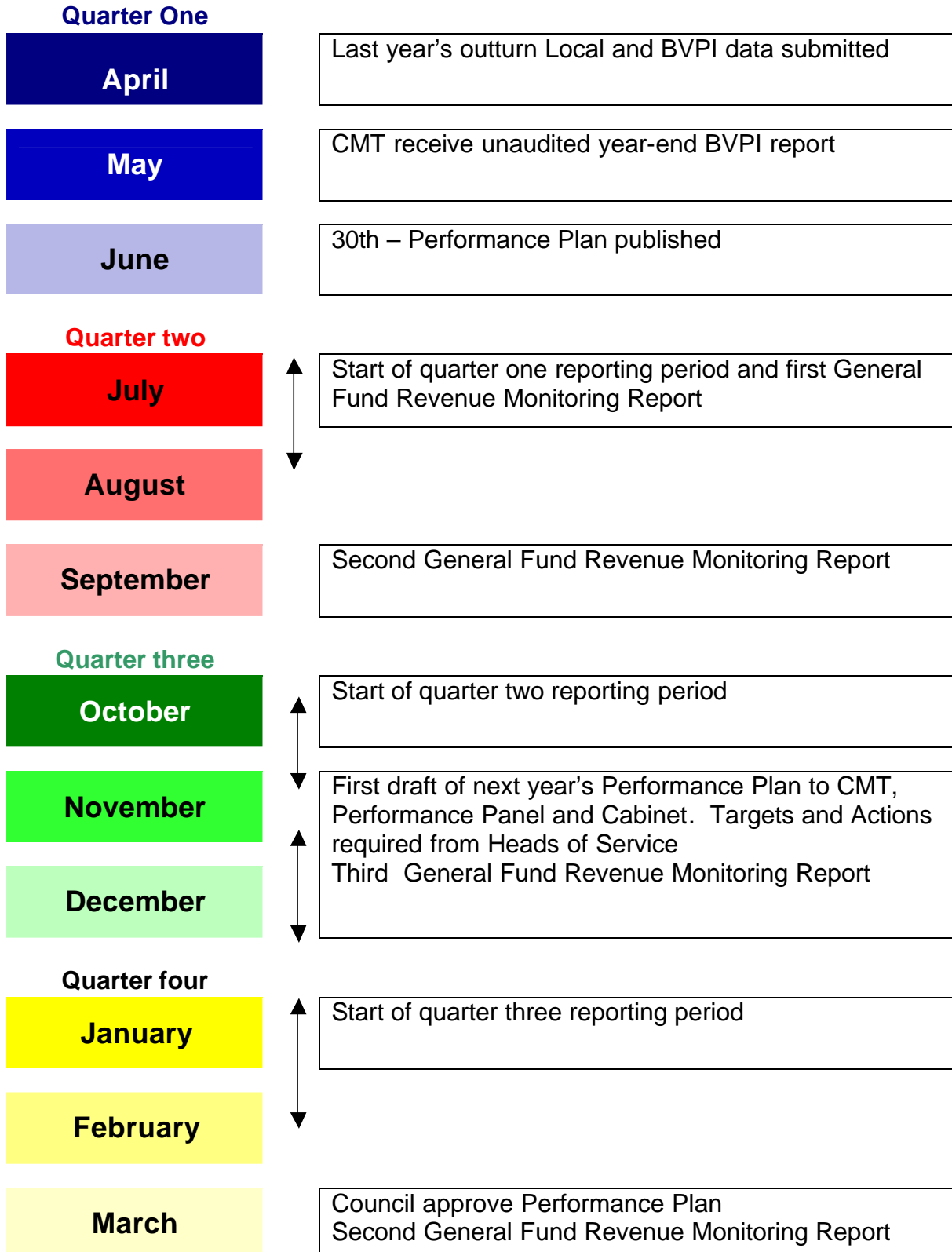
Links to Members and The Corporate Performance Management Group

In April 2006, the Resources Overview and Scrutiny Commission was amended to become the Performance Panel and the Governance Panel. The Performance Panel is responsible for scrutinising the Council's performance and relating their findings to Cabinet.

In October 2006, the Council's Corporate Performance Management Group was formed. This Group includes business support, service staff and representatives from the Department of Corporate Policy and Improvement. The aim of the Group is to develop the Council's performance management framework; to ensure a corporate approach is taken to performance management and to act as a liaison between departments.

Appendix I - The performance monitoring timetable

The diagram below displays the Council's performance monitoring cycle. Each year the Performance Manager publishes a detailed timetable of specific reporting dates and deadlines, all of these reports are submitted to CMT, the Scrutiny Commissions and Cabinet, the diagram below is a summary of this timetable:



Appendix II – Links to other documents

Corporate Plans

Strategic Plan
Corporate Improvement Plan
Performance Plan

Other Strategies/frameworks

Corporate Risk Management Strategy
Service Plan Framework
Data Quality Strategy

Further Information

For further information please contact:

Rachel Glendinning
Performance Manager
Department of Corporate Policy and Improvement
Crescent Gardens
01423 556159
Rachel.Glendinning@harrogate.gov.uk

Or visit the performance management pages on the Council's website:

www.harrogate.gov.uk