

Performance Management Framework – revised June 2026

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1. Overview

The Council has a statutory duty under the Local Government Act 1999 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”

This framework explains how the Council measures, manages and reports performance so that progress is clear, accountable and focused on improvement.

2. What is performance management?

Performance management means using good information to make better decisions, improve services and show residents, businesses and councillors how the Council is performing.

It helps the Council understand what is working, what needs to improve and where action is needed.

Performance is reviewed through regular planning and reporting cycles, including the Council Delivery Plan, Service Business Plans and quarterly performance reports.

Effective performance management:

- Shows whether the Council is meeting its goals and providing value for money.
- Supports accountability and improvement.
- Highlights good performance so it can be shared and learned from.
- Identifies issues early so action can be taken.
- Supports political, strategic, operational and front-line decisions.

To work well, plans and activities should have:

- Clear objectives and priorities.
- Named owners and realistic action plans.
- Measures covering resources, activity, outputs and outcomes.
- Timely, accurate and useful reporting.

The Council’s performance management principles are:

- The Council Delivery Plan sets strategic priorities agreed by Cabinet and Council.
- Each priority has agreed actions, outputs, outcomes and measures.
- Service Business Plans set operational priorities and service measures.
- The budget shows the resources available to deliver priorities and services.
- Performance is managed by exception, focusing on areas that are above or below expectations.
- Good performance should be recognised and shared.
- Performance issues should include actions, lessons learned or corrective steps.
- Data will be reported in line with the Council’s Data Quality Policy (annex A).

3. The Corporate Planning Process

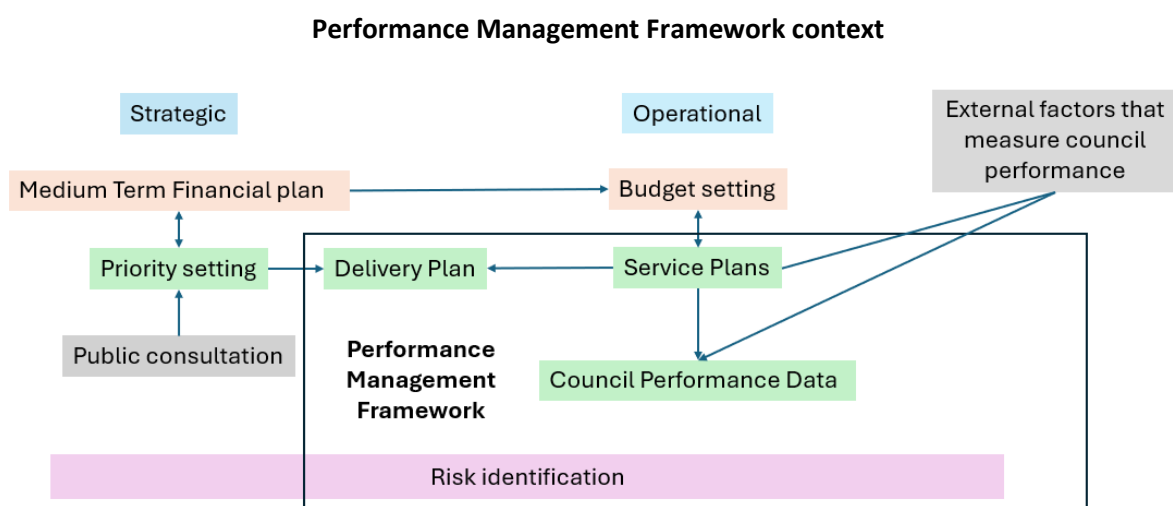
The Council Delivery Plan sets out the activities and projects that will deliver the Council's priorities. It is developed with Portfolio Holders and approved by Cabinet and Council.

Service Business Plans cover day-to-day services and service-specific activity. They are developed with staff and agreed with the relevant Portfolio Holder.

Performance from the Delivery Plan, service activity and key risks is brought together through regular monitoring and reporting.

All plans should include SMART actions: specific, measurable, achievable, realistic and timely. Each action should have a lead officer and clear deliverables.

4. Context: Delivery Plan & Council Performance Data



Strategic Performance

The Council Delivery Plan sets out the Council's priorities and the main actions that support them. The current priority themes are:

- [Skills, Economy and Regeneration](#)
- [Homes for All: Quality Living, Affordable Housing](#)
- [Community and Wellbeing: Active Lives, Healthier and Stronger Communities](#)
- [Pride in Place: Clean, Safe and Vibrant Neighbourhoods](#)
- [The Future and Financial Sustainability](#)

Progress is tracked through actions, outputs and outcomes. Outputs are usually reported quarterly, while longer-term outcomes are usually reported annually.

Outputs refer to the tangible results or activities, while outcomes are the changes or benefits that occur as a result of due to those results or activities.

The current Delivery Plan runs to March 2028. After this, the North Hampshire Unitary Authority will be responsible for setting the council plan.

Operational Performance

The Delivery Plan does not cover every service. Key service measures are therefore used to monitor important areas such as sickness absence, council tax collection and recycling rates.

Measures should include both outputs and outcomes where possible.

Operational measures should:

- Show whether a service is performing as expected.
- Reflect the resident experience, financial management, legal compliance or risk.
- Provide early warning where performance is changing.
- Include a target or expected range where appropriate.

The key service measures and indicators are reviewed on a yearly basis.

Service Performance

Service Managers and Corporate Managers must agree SMART service measures and targets with their senior managers and Portfolio Holder. These measures help track service performance and delivery of the Council's priorities.

Senior managers are responsible for regularly reviewing service performance with Service Managers and Corporate Managers.

The service plans are reviewed on a yearly basis.

Risk

Risks that may affect delivery are identified through business planning, audit and horizon scanning. Risk identification is ongoing and is managed in line with the Council's Risk Management Policy.

Risk identification is an ongoing process.

Local Government Outcomes Framework

The Local Outcomes Framework sets out national outcomes and measures for local government. Where relevant, these measures are included in the Council's performance monitoring and data analysis.

As the framework develops, it will support benchmarking against similar areas.

5. The performance monitoring process

Performance monitoring depends on clear measures, accurate data and timely reporting. This means each plan or activity should have:

- SMART actions and targets.
- Clear, relevant and meaningful performance measures.
- Named outputs, outcomes and milestones.
- Accurate and reliable data.

Reports should be tailored to the audience so that each group receives the information it needs in a clear and useful format.

Quarterly monitoring

Quarterly performance reports are provided to SLT and Cabinet and are available to the Overview and Scrutiny Committee. They cover Delivery Plan priorities, outputs, outcomes and key service measures.

The reports to Cabinet are published on the Council's [website](#).

In addition to the quarterly performance report, at the end of the financial year an Annual Report is produced.

Monitoring Council Delivery Plan

Each quarter, lead officers provide progress updates for Delivery Plan projects and activities. Updates are signed off by the relevant SLT member and discussed with the Portfolio Holder.

Delivery Plan progress is reported using BRAG ratings:

- Green: on course.
- Amber: delivery may be at risk.
- Red: not achieved or partly not achieved.
- Blue: completed.

Outputs are reported quarterly and outcomes annually. Where the Council can influence a measure, it should have a target or expected range.



On track



Not on track



Target met

Monitoring key service measures/indicators

Each quarter, lead officers update key service measures and add a short comment explaining the position. Updates are signed off by SLT and discussed with the Portfolio Holder.

Measures should have a target or expected range where appropriate. Performance is shown as:



Above target / within expected range (this includes below target where a lower number is positive)



Below target / not within expected range (this includes above target where a higher number is negative)

Reports also show the direction of travel compared with previous quarters.

In 2026/27, the Council will move towards dashboard reporting for key service measures.

The key service measures/indicators are to be reviewed on a yearly basis after the quarter four report publication.

Annual report

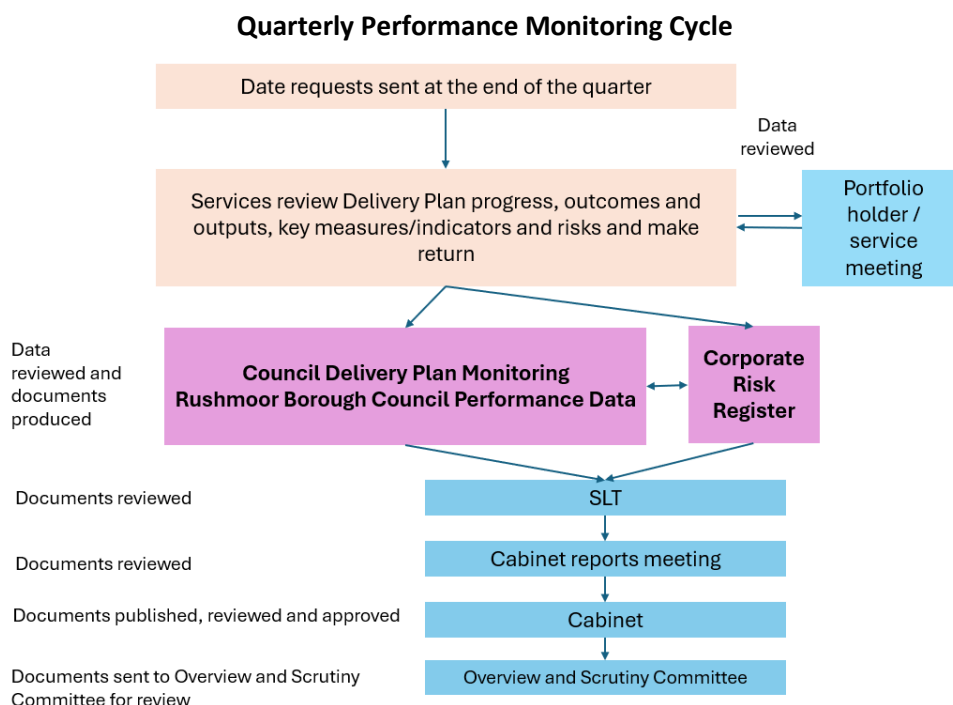
The Annual Report summarises progress on the Delivery Plan and other important work completed during the year.

Monitoring of the Risk Register

The Corporate Risk Register is included in quarterly performance reports to highlight risks that could affect delivery of the Council Plan or service performance.

Quarterly Performance Monitoring Cycle

The process of the core quarterly performance cycle is illustrated below:



6. Roles and responsibilities in the Performance Management Framework

The main roles in the performance management process are summarised below.

Leader – Provides overall political direction and responsibility for Council performance.

Cabinet – Accountable for delivering the Council Delivery Plan and using Council resources effectively.

Portfolio Holders – Oversee their service areas, approve relevant Service Business Plans and monitor progress.

Cabinet Champions – Lead specific priority areas or projects that sit outside existing portfolios.

Overview and Scrutiny Committee – Reviews Council performance, examines key issues and holds Cabinet to account.

Senior Leadership Team (SLT) – Supports strategy and policy development, oversees major programmes, signs off Service Business Plans and monitors performance.

Executive Heads of Service, Chief Operating Officer and Corporate Managers – Manage service performance, ensure staff understand their contribution and address poor performance.

Service Managers – Set expectations, use data to monitor performance, support improvement and give feedback to staff.

Employees – Deliver agreed objectives, raise concerns that affect performance and take part in reviews and team discussions.

7. An overview of the Council's performance monitoring arrangements

Document	Performance information	Timescales	Reported to	Responsibility	Accountability
Delivery Plan	- Key projects and actions. - Output and outcome measures	Quarterly	Portfolio Holders / SLT / Cabinet / Scrutiny	Cabinet	Council
Key service measures / performance indicators	Key service indicators and measures	Quarterly	Portfolio Holders / SLT/ Cabinet / Scrutiny	SLT	Cabinet / Portfolio Holders
Budget monitoring	Forecast Expenditure against Approved Budgets	Following the first Quarter: Monthly	Service Managers, Corporate Managers & SLT	Cabinet	Council
		Circa Bi-monthly	Cabinet		
Strategic Risk Register	Strategic risks	Monthly	SLT	SLT/ Cabinet	Council
		Quarterly	SLT / Cabinet / Scrutiny		
Service Business Plans	- Key priorities and actions - Key performance measures and targets - Financial and Risk Management - Achievements	Quarterly	SLT / Portfolio Holders	Service Managers/ Corporate Managers	SLT
Individual Work Plans	Individual objectives/targets	Quarterly	Service Managers / Corporate Managers	Individual staff	Corporate Managers / Service Managers

Accessibility

All published performance documents must meet the accessibility regulations.

Future developments

During 2026, the Council will develop simpler, more automated performance dashboards. These will focus on fewer essential measures, be easier for residents to understand and be published on the Council's website.

Further information

For more information about performance management, contact Sharon Sullivan in the Policy, Strategy and Transformation Team.

Document control

Title	Performance Management Framework
Topic/Service	Policy & Performance
Version	1.2
Original date agreed	April 2020
Last reviewed date	June 2026
Next review date	April 2028
Approving authority	Cabinet
Approval date	4 August 2026

Data Quality Policy

1. Introduction

- 1.1 The purpose of this policy is to outline the Council's approach to maintaining and improving data quality across the Council.
- 1.2 The quality of the data used by the Council is important because it:
 - Informs and supports decisions about service delivery
 - Measures performance and progress
 - Enables comparisons
 - Forms part of the Council’s annual external assessments.
- 1.3 The Council’s data quality is subject to scrutiny by inspection and audit and needs to be:
 - Accurate
 - Valid
 - Reliable and consistent
 - Timely
 - Relevant
 - Complete
 - Held securely and, where appropriate, confidentially

2. Responsibility

- 2.1 Overall responsibility for the Council’s data quality rests with the Executive Directors. Data quality is a key element of good performance management and the lead member for data quality is the Leader.
- 2.2 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service managers are accountable for the data produced by their service and they will need to:
 - Ensure that data production and quality is incorporated into their service management arrangements.
 - Ensure written procedures of the calculation method are available and used.
 - Ensure the appropriate staff resources to deliver data quality.
 - Carry out checks as part of their service management for the accuracy and validity of the data for their service.

3. Training and Support

- 3.1 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers are responsible for ensuring their staff have the necessary skills and training to input and report on data as required by their job roles.
- 3.2 Services requiring advice or assistance on data quality should contact the Service Manager for Policy, Strategy and Transformation.

4. Validation

- 4.1 The Senior Leadership Team will review the application of this policy.
- 4.2 Internal Audit will incorporate checks on data quality as part of their Audit of individual services.
- 4.3 The Performance Team will incorporate checks on data quality as part of the quarterly monitoring process.

5. Actions

- 5.1 The Service Manager for Policy, Strategy and Transformation to arrange awareness of Data Quality Policy.
- 5.2 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers to ensure procedures for calculation methods are properly documented.
- 5.3 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers to incorporate data quality into service management arrangements and identify training needs.
- 5.4 Executive Heads of Service, Chief Operating Officer, Corporate Managers and Service Managers to put in place arrangements to ensure that data is checked appropriately.

Document control

Title	Data Quality Policy
Topic/Service	Policy & Performance
Version	1.1
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